



BRECON BATTLEBOOK



School of Infantry related doctrine for Infantry Junior Commanders



Foreword

The Brecon Battle Book is a consolidation of relevant doctrine for Infantry junior commanders operating at the platoon level in a company group context.

Whilst specifically designed for staff and students at the Infantry Battle School (IBS) conducting contingency foundation training, it has wider application so is promulgated and updated on the IBS Website. Each section is referenced so the relevant doctrinal publication can be identified. It is designed to be dynamic and updated every 6 months to close gaps and capture relevant developments in doctrine.

Amendments and comments are welcomed from the Infantry and wider stakeholders and should be passed to the Chief Instructor, IBS on 94 351 2599 or on DII (INFBS-HQ-CI@mod.uk).



Seize the initiative.



Values and Standards of the British Army



The Core Values



Selfless Commitment

Respect for Others

Loyalty

Integrity

Discipline

Courage



British Infantry Commander



Leading by Example

“Be” the Values (Lead by example)

Give Encouragement and Praise

Communicate the Reason Why

Encourage Teamwork

Empower Subordinates

Cater for Individual Strengths and Weaknesses

Encourage Thought and Experimentation

Accept and Mitigate Risks

Correct where Necessary

Set and Demand High Standards



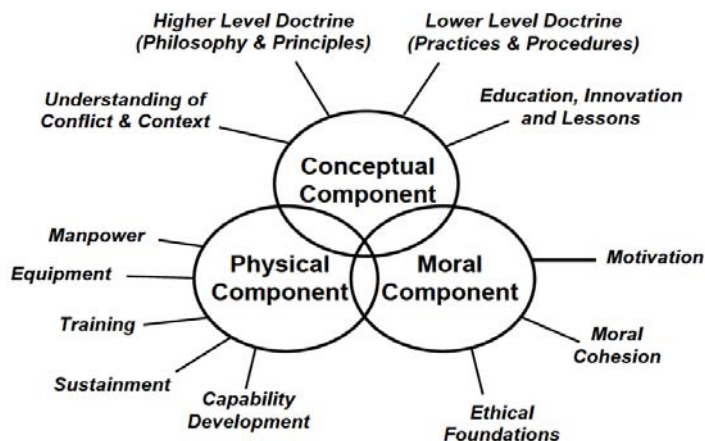
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British Army Doctrine

Ref: ADP Operations
Nov 2010



OPERATIONAL FRAMEWORK:

- SHAPING TASKS
- THE DECISIVE ACT
 - Engagement
 - Exploitation
- SUSTAINING TASKS
- PROTECTING TASKS

GEOGRAPHIC FRAMEWORK:

- DEEP: long range & timescale / against an en not in close battle
- CLOSE: short range and time / direct contact with en
- REAR: ensure our freedom by protecting & sustaining combat ops

TACTICAL FRAMEWORK: (CORE FUNCTIONS)

- **FIND:** Locate / Identify / Assess
- **FIX:** Deny en his goals / distract him / deprive freedom of movement
- **STRIKE:** Recce pull / manoeuvre into posn of advantage / threaten or apply force / hit in superior force unexpectedly
- **EXPLOIT:** Turn en dislocation into decisive success / seize opportunity / maintain a reserve

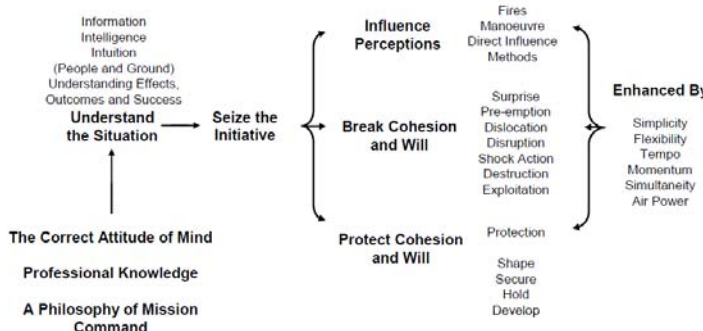
THE PRINCIPLES OF WAR:

- SELECTION & MAINTENANCE OF THE AIM (*THE MASTER PRINCIPAL*)
- MAINTENANCE OF MORALE
- OFFENSIVE ACTION
- SURPRISE
- SECURITY
- CONCENTRATION OF FORCE
- ECONOMY OF EFFORT
- FLEXIBILITY
- CO-OPERATION
- SUSTAINABILITY

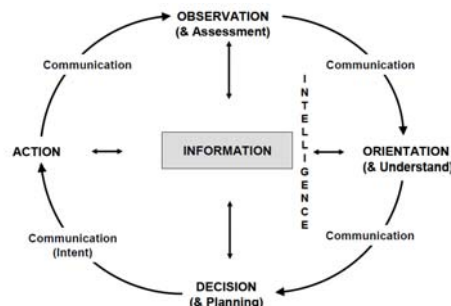
TACTICAL FUNCTIONS:

- COMMAND
- INFORMATION & INTELLIGENCE
- MANOEUVRE
- FIREPOWER
- PROTECTION
- COMBAT SERVICE SUPPORT

THE MANOEUVRIST APPROACH



THE DECISION ACTION CYCLE



MISSION COMMAND PRINCIPLES:

- UNITY OF EFFORT
- A SPECIFIED MAIN EFFORT
- FREEDOM OF ACTION
- TRUST
- MUTUAL UNDERSTANDING
- TIMELY & EFFECTIVE DECISION MAKING

MISSION COMMAND:

Mission Command is a philosophy of command, with centralised intent and decentralised execution that is particularly suitable for complex, dynamic and adversarial situations. The Manoeuvrist Approach demands a command philosophy of command that promotes freedom of action and initiative. Like the Manoeuvrist Approach, Mission Command focuses on outcomes, as it stresses the importance of understanding what effect is to be achieved, rather than specifying the ways by which it could be achieved. It has the following key elements:

- A commander gives his orders in a manner that ensures that his subordinates understand his intentions (intent), their own missions, and the context of those missions.
- Subordinates are told what effect they are to achieve and the reason why it is required.
- Subordinates are allocated sufficient resources to carry out their missions.
- A commander uses the minimum level of control possible so as not to unnecessarily constrain his subordinates' freedom of action.
- Subordinates then decide how best to achieve their missions. They have a fundamental responsibility to act in line with their commander's intent



British Army Doctrine

Ref: ADP Operations
Nov 2010

THE CONTRIBUTION OF LAND FORCES TO THE JOINT CAMPAIGN:

- Land forces can comprehensively defeat other land forces
- Land forces can secure terrain objectives
- Land forces have the greatest direct influence on the people
- Land forces enable other agencies to operate
- Land forces represent the strongest evidence of political commitment
- Land forces contribute greatly to the deterrent effect of the joint force

MILITARY ACTIVITIES IN THE LAND ENVIRONMENT:

- COMBAT (The Primary Activity)
- DELIBERATE AND FOCUSSED INTERVENTION
- MILITARY ASSISTANCE TO SECURITY AND DEVELOPMENT
- COUNTER INSURGENCY
- PEACE SUPPORT
- PEACETIME MILITARY ENGAGEMENT AND CONFLICT PREVENTION
- HOME DEFENCE AND MILITARY AID TO THE CIVIL AUTHORITIES

TACTICAL ACTIONS IN THE LAND ENVIRONMENT

Offensive Actions	Defensive Actions	Stability Actions
Attack Raid Exploitation Pursuit Feint Demonstration Reconnaissance in Force Ambush Breakout of Encircled Forces Infiltration	Mobile Defence Area Defence Delay	Framework Security Security Sector Reform & Military Capacity Building Support to the Delivery of Essential Services Support to Governance, Economic Development & Reconstruction
Enabling Actions		
Reconnaissance Security Advance to Contact Meeting Engagement	Link-Up Relief of Encircled Force Relief of Troops Withdrawal	Retirement March Obstacle Breaching/Crossing

SEIZING OPPORTUNITIES - TAKING RISKS

- About understanding, balancing and taking risks *rather than avoiding hazards*.
- How likely is it that something will happen and how advantageous/serious would it be for your mission, your higher commander's plan or for your troops if it did?
- As much as about positive consequences (opportunities) as it is about negative.
- Understand the environment. A sound combat estimate will identify and assess opportunities and risks.
- Sometimes, the more you try to reduce risks, the more they may actually increase.
- Just because it worked last time, doesn't mean that it will work this time.
- The mission is the priority, take risks if they are worth it to achieve the mission and do what you can to limit the consequences if it all goes wrong.



Functional Responsibilities G1 – G9

<p>G1 - PERSONNEL & ADMINISTRATION:</p> <ul style="list-style-type: none"> • Personnel management • Manpower administration • Welfare • Chaplaincy • Casualty Procedures • Discipline • Legal (inc ROE) • Provost • CPERS (track/welfare) 	<p>G5 - PLANS & POLICY:</p> <ul style="list-style-type: none"> • Defence Policy • Strategic Planning • Campaign Planning & Estimate • Forward Planning & Coordination • Contingency Planning • Info Ops Planning • Combat Assessment • Organisation (role & history)
<p>G2 - INTELLIGENCE & SECURITY:</p> <ul style="list-style-type: none"> • Direction, collection, processing & dissemination of information & intelligence • Targeting support • Battle Damage Assessment • Security assessment & advice 	<p>G6 - CIS:</p> <ul style="list-style-type: none"> • Comms & Info Systems Planning & Management • Info Policy & Services • Frequency Management • Cryptography
<p>G3 - OPERATIONS:</p> <ul style="list-style-type: none"> • Coordination & integration of current Ops • Information Ops • Ops support • Reconnaissance • Targeting • Offensive Support • Battlespace Management • Deployment & Recovery • Reports & Returns • Operational Recording 	<p>G7 - DOCTRINE & TRAINING:</p> <ul style="list-style-type: none"> • Force Development • Doctrine Management • Exercise Planning • Operational Analysis • Training & Education • Research, Science & Technology
<p>G4 - LOGISTICS:</p> <ul style="list-style-type: none"> • Equipment & Materiel • Health Service Support (Medical) • Logistic HNS Coordination • Movement & Transport Coordination • Contracting • Infrastructure Engineering • Defence Estate • Fire & Environmental Safety • Support Services • Procurement 	<p>G8 - RESOURCES & FINANCE:</p> <ul style="list-style-type: none"> • Civil Secretariat • Finance • Civilian Personnel Management • Budget Planning • Contract Authority • Exports, Disposals & Sales
	<p>G9 - CIMIC:</p> <ul style="list-style-type: none"> • Coordination & Support Arrangements • Coordination of Civil Military Support • Civil Contingencies



ISTAR & The Intelligence Cycle

Ref: AFM Vol 1, Pt 3A, ISTAR – The Enduring Doctrine; AC 71975

What is ISTAR?

ISTAR provides information and intelligence to support the commander and his decision making process.

ISTAR PRODUCTS:

- **IMINT** – Image Intelligence
 - Electro Optical (EO)
 - Infra-Red Thermal (IR)
 - Synthetic Aperture Radar (SAR)
- **SIGINT** – Signals Intelligence
 - COMINT – Communications Intelligence
 - ELINT – Electronic Intelligence
 - FISINT – Foreign Instrumentation & Signals Intelligence
- **MASINT** – Measurement & Signals Intelligence
 - GMTI – Ground Moving Target Indicator
- **GEOINT** – Geospatial Intelligence
 - (IMINT analysed by GEO Fusion Cell)
- **HUMINT** – Human Intelligence
 - Strategic HUMINT
 - Field HUMINT (Covert & Overt)
 - Routine Patrolling & Walk-ins
- **OSINT** – Open Source Intelligence

- **INTELLIGENCE** – Produced from information gathered by collection assets, interpreted by a human or processed by a computer.
- **SURVEILLANCE** - Systematic observation of the air, ground & enemy by visual, aural, electronic, photographic & other means.
- **TARGET ACQUISITION** - Detection, identification & location of a target in sufficient detail to permit the effective employment of weapons.
- **RECONNAISSANCE** – A mission undertaken to obtain information about the activities or resources of an enemy, terrain or operating conditions or combination thereof.

EFFECTIVE INTELLIGENCE:

The Commander requires information & intelligence which is:

- **Relevant**
- **Usable**
- **Timely**
- **Objective**
- **Available**
- **Complete**

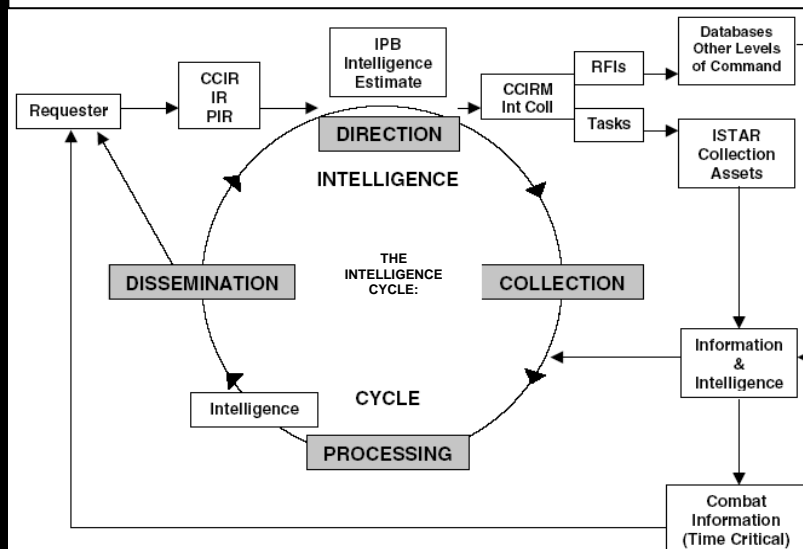
ISTAR	Intelligence, Surveillance, Target Acquisition & Reconnaissance
STAP	Surveillance & Target Acquisition Plan
CCIR	Commander's Critical Information Requirement
PIR	Priority Intelligence Requirement
RFI	Request for Information
HVT	High Value Target
HPT	High Priority Target
BDA	Battle Damage Assessment
IPB	Intelligence Preparation of the Battlespace
DSO	Decision Support Overlay
DSM	Decision Support Matrix
NAI	Named Area of Interest
TAI	Target Area of Interest
DP	Decision Point
DL	Decision Line
AA	Avenue of Approach
MC	Mobility Corridor
PL	Planning Line
RL	Report Line

SOURCE RELIABILITY & CREDIBILITY ASSESSMENT

RELIABILITY		CREDIBILITY	
A	Completely reliable	1	Confirmed by other sources
B	Usually reliable	2	Probably true
C	Fairly reliable	3	Possibly true
D	Not usually reliable	4	Doubtful
E	Unreliable	5	Improbable
F	Reliability cannot be judged	6	Truth cannot be judged

Surveillance & Target Acquisition Plan (STAP)

- Management of Surveillance
- Management of Counter-Surveillance (CSCM)




INTELLIGENCE DIRECTION:

- IPB is the planning tool which produces the DSO/DSM. The DSO/DSM forms the basis of the STAP which directs the actions of ISTAR assets.
 - The STAP must include asset locations, engagement areas, limit of visibility and dead ground.
- CSCMs can affect the Battlegroup STAP. Restrictions/limitations must be identified at an early stage.
- STAP overlays/traces must be produced for day and night, good & poor visibility and added to the matrix.
- PI Comd submits PI STAP to Coy HQ for processing by Coy 2IC.

OODA LOOP:

- Observation
- Orientation
- Decision
- Action

Tempo is dependent on how effectively observation of an enemy action can be linked to enemy intention.

 Time Analysis				
Platoon Commander		Platoon Sergeant		Section Commander
Receives WngO from Coy Comd				
Conduct initial time analysis				
Consider questions 1 & 2				
Issue WngO		Receive WngO		Receive WngO
Receive orders from Coy Comd	Platoon Commander's ¼			
Complete time analysis				
Answer questions 1 & 2				
Issue WngO		Receive WngO		Receive WngO
Answer Questions 3 – 7				
Issue WngO		Receive WngO		Receive WngO
Prepare orders		Prepare orders		
Deliver orders		Deliver orders		Receive orders
				Section Commander's ¼
				Conduct Estimate
				Prepare orders
				Deliver Orders
				Section Battle Prep
				Section kit inspections
	Op Time	Platoon Sgts kit inspections	Op Time	Platoon Sgts kit inspections
Critical/Op Specific kit inspections		Critical/Op Specific kit inspections		Critical/Op Specific kit inspections
Noisy rehearsals		Noisy rehearsals		Noisy rehearsals
Silent rehearsals		Silent rehearsals		Silent rehearsals
Conceptual rehearsals		Conceptual Rehearsals		Conceptual Rehearsals
Final weapon and equipment check		Final weapon and equipment check		Final weapon and equipment check
Deploy on Op				



The Combat Estimate

Ref: AEM Vol 1 – Part 8
(AC 71674) 2007 and Doctrine Note
09/18

Q1. WHAT IS THE SITUATION AND HOW DOES IT AFFECT ME?				OUTPUT/ PRODUCT	ORDERS LINK
HOW DOES GROUND AFFECT OPS? Obstacles Cover, Dead Ground Observation, Killing Areas, Visibility Key Terrain, Vital Ground, Dominating Terrain Approaches, Routes, Going Weather	WHAT ARE THE ENEMY'S CAPABILITES Tactics/Doctrine Eqpt & Weapons Obstacles Morale DFs CBRN Capability Air/Avn Threat Strengths & Weaknesses Key Vulnerabilities	WHAT ARE THE ENEMY'S INTENTIONS IN MY AREA? Most Likely COA (Plan for) Most dangerous COA (CONPLAN for)	HOW MIGHT THE OP AFFECT THE LOCAL POPULATION AND HOW WILL THEY REACT? • Area • Structures • Capabilities • Organisation • People • Events	<ul style="list-style-type: none">• Key vulnerabilities• Most likely COA• Most dangerous COA	<ul style="list-style-type: none">• Ground Prelims• Situation• Enemy Forces
Q2. WHAT HAVE I BEEN TOLD TO DO AND WHY?				OUTPUT/ PRODUCT	ORDERS LINK
Mission Analysis 2.1 Higher Comds' Intent (Why?): <ul style="list-style-type: none">• 2Up Intent; 1Up Mission, Intent, SoM, ME; My Role• OGDs, Other Allied Forces 2.2 Tasks (What?). Specified and Implied. 2.3 Constraints/Freedoms. Time, Space, Resources (4Ds), Legal/Cultural 2.4 Has or How might the situation change & how could this affect me?				<ul style="list-style-type: none">• Likely missions, tasks & priorities• CONPLAN options	<ul style="list-style-type: none">• Situation• Friendly Forces• Issue Warning Order (SPOTOCA)
Q3. WHAT EFFECTS DO I NEED TO ACHIEVE?				OUTPUT/ PRODUCT	ORDERS LINK
Intent Schematic An effect is the consequence or outcome of an action. It should describe the changed circumstances to the enemy, target group or the environment. (<i>Endorsed effects are listed on pg 1-7</i>)				<ul style="list-style-type: none">• For each effect identify unifying purpose	<ul style="list-style-type: none">• Intent• Main Effort
Q4. WHERE AND HOW CAN I BEST ACCOMPLISH EACH EFFECT?				OUTPUT/ PRODUCT	ORDERS LINK
Consider <ul style="list-style-type: none">•Vital Ground•Key Terrain/dominating ground•FUPs•KAs•Infrastructure	Select CoA (Functions in Combat/Principles of Op)			<ul style="list-style-type: none">• Identify action(s) reqd to achieve each effect• Location from which to deliver action(s) (<i>eg site Beaten Zone then site Firing Point</i>)	<ul style="list-style-type: none">• Outline SoM
Q5. WHAT RESOURCES DO I NEED TO ACCOMPLISH EACH EFFECT?				OUTPUT/ PRODUCT	ORDERS LINK
Troops to Task <ul style="list-style-type: none">•Troops•Integral Weapons•Support Weapons•Specialist Equipment•All Arms Assets•Coalition Assets	<ul style="list-style-type: none">•Host Nation Support (Mil & Civ)•OGDs•NGOs			<ul style="list-style-type: none">• Who/What will best achieve the action?• Do I have enough resources? (<i>plan sequential or simultaneous actions</i>)	<ul style="list-style-type: none">• Outline PI/Sect/Atts missions, tasks & priorities (<i>sum of subordinates' unifying purposes must add up to my SoM</i>)
Q6. WHEN AND WHERE DO THE ACTIONS TAKE PLACE IN RELATION TO EACH OTHER?				OUTPUT/ PRODUCT	ORDERS LINK
Synchronise <ul style="list-style-type: none">•Synchronise own assets and understand where all support assets are acting in relation to each other.•Timeline/Synchronisation Matrix				<ul style="list-style-type: none">• Refine SoM, missions, tasks & priorities	<ul style="list-style-type: none">• Coord Instructions – Timings, prelims, locs & fireplan• Synch Matrix
Q7. WHAT CONTROL MEASURES DO I NEED TO IMPOSE?				OUTPUT/ PRODUCT	ORDERS LINK
Higher Control Measures <ul style="list-style-type: none">•EMCON•COMSEC•CBRN•ROE•STAP•Media•Host Nation Support, OGDs•NGOs•LEGAD•Population•CPERS	Own Control Measures <ul style="list-style-type: none">•Bdries•Objs•Routes•Report Lines•FSCMs•OPSEC•Anti-fratricide Measures•Orders for Switching Fire•LOE•Friendly Force Locations•Obs (incl IED)			<ul style="list-style-type: none">• How can I control & simplify my plan?• Where is my plan going to go wrong and how can I prevent this?	<ul style="list-style-type: none">• Coord Instructions – Control measures



Human Terrain Analysis (Combat Estimate Q1)

Ref: Doctrine Note
9/18 (Combat
Estimate)

- Time, the situation and the mission will dictate how much thought needs to be applied to Human Terrain Analysis.
- When time is very short, every Comd must consider at least the following key questions:
 - Where are the locals right now?**
 - What effect is my activity about to have on the local population and how will they react?**
- When time is available, and more detailed planning is required, Commanders should use **ASCOPE**:

Factor	Question	Deductions that May be Identified
Area	<i>Where</i> do people live, work, play, meet or worship?	How localities or aspects of terrain affect or impact upon the local population.
Structures	<i>What</i> are the key structures in the area and why are they important?	How a structure's location, function or capabilities supports or constrains ops.
Capabilities	Who in the local community is capable of providing for the people?	Think about capabilities in terms of those required to save, sustain or enhance life. Identity of Key Leaders
Organisations	<i>What</i> are the different groups of people in the area?	How these groups could assist or constrain the plan. The possible 'knock-on' effects of your actions against or in support of a particular group. Include foreign and UK civilian organisations.
People	<i>How</i> do the people communicate and interact?	What the public perception is of a particular issue. How people might respond to our actions. Best method of communicating a message. Meeting places. Identity of Key Leaders and how they communicate.
Events	<i>When</i> are things Occurring?	Impact of an event on the plan. Activity or effects that might result from a particular event.



Combat Estimate (Hasty)

Create space to think		Need to get situation stable enough to think...drills, get clear of killing area, suppressive fire, fix with indirect fire etc
What is happening?	Q1	Talk through what is going on out loud – e.g. en position with a machine gun on the high ground. Distinguish between the important and unimportant.
What is the enemy up to?		A very simple assessment of the en MLCOA. May identify what is not immediately evident – potential depth, a 'come on', a 'show of force'.
What did / would my comd want me to do?	Q2	<u>Focus on the Mission</u> and identify the options that support your comd's intent.
Effect, ground and what with?	Q3	A quick plan. What do you need to do, where should you do it from and who is best placed/equipped to do it? Think to the finish.
	Q4	
	Q5	
When?	Ref: JDP 1-	Timings related to fire support.
How can I stop things going wrong?	Q7	Visualise the plan to identify where things are going to go wrong. Use of Reference Pts and FSCM crucial. Hazard to locals considered here?



Command States

Ref: AFM
Vol 1 – Part 8
(AC 71674) 2007

COMD STATE	FULL (2)	OPCOM (2)	OPCON (2)	TACOM (3)	TACON
I can break up the unit & give its components separate missions or tasks	✓	✓			
I can give the unit any mission but I cannot break it up			✓		
The unit has been given a mission, which I cannot change. However, I can allocate tasks or priorities that define how they conduct their mission				✓	
The unit has a specific mission & task, which I cannot change. However I am responsible for coordinating its movement & location within my AO to enable it to conduct its task					✓
CSS responsibility	✓	See Note (4)			

- (1) States of Command & Control will always be qualified by the DTG at which they begin. The DTG at which they end should also be specified.
- (2) A Commander assigned forces under FULL COMD or OPCOM may employ those forces for any purpose. Forces assigned under OPCON may only be employed within certain constraints, such as function, time of loc, imposed by the higher authority which assigns the forces.
- (3) A commander assigned forces under TACOM may allocate tasks to those forces but only in accordance with the mission given to him by the higher authority which assigns the forces.
- (4) These command states do not necessarily carry with them a responsibility for administration and CSS. In addition to the command state, it may be necessary to specify supporting responsibilities as follows:
- (a) **Under Command for Admin (UCADMIN).** This delegates authority to a command for all administration for those forces assigned, including G1, Casualty Reporting and MS responsibilities unless otherwise specified (**UCADMIN Less....**).
 - (b) **Under Command for Daily Maintenance (UCDM).** Leaves the original donor unit with full responsibility for all admin less daily maintenance. This includes replen of CSups, casevac, provision of common user supply items and the repair/recovery of equipment.



Doctrinal Language

Ref: Doctrine Note 11/17

Effects. An effect is the commander's desired state of affairs relating to the enemy, the population, the terrain or friendly forces. Effects are the *intended* consequences of actions (described using mission verbs). The degree to which an effect has been achieved is often difficult to measure but nevertheless requires assessment.

Task Verbs. A task verb describes an activity carried out in order to achieve the commander's desired effect(s). Tasks given to subordinates can be singular or multiple, specified or implied. The degree of success of the task described by a task verb should be measurable.

Most effects words can also be used to describe actions. However, mission verbs cannot be effects.

EFFECTS

BLOCK. Deny enemy access to an area or to prevent his advance in a particular direction.

CANALISE. Force an enemy to take a desired direction in its actions to gain an advantage. To orientate the perception of a situation or event toward a desired outcome.

CLEAR. Remove all enemy, and their infrastructure or capability, from an assigned area and prevent their return.

COERCE. Use force or the threat of force to persuade an individual or group(s) to adopt a certain pattern of behaviour against his wishes.

COMPEL. Force, through kinetic or non-kinetic action, a group or individual to undertake a desired course of action.

CONTAIN. Stop, hold or surround an enemy or cause him to centre his activity on a front and prevent his withdrawing any part of his forces for use elsewhere (including preventing him leaving a given area).

CONVINCE. Bring to belief, consent, or a course of action.

DECEIVE. Cause an individual or group(s) to believe what is not true by manipulation, distortion or falsification of information to induce him to react in a manner prejudicial to his interests.

DEFEAT. Diminish the effectiveness of the enemy to the extent that he is unable or unwilling to participate further in the battle or at least cannot fulfil his mission.

DELAY. Operation in which a force under pressure trades space for time by slowing the enemy's momentum and inflicting maximum damage without becoming decisively engaged.

DENY. Prevent access or use by blocking, disruption, dislocation and/or fire. Can be achieved either by holding or covering the area by direct or indirect fire. To deny without holding requires surveillance.

DESTROY. Kill or so damage an enemy or his capability that it is rendered useless.

DESTABILISE. Render an individual or group(s) unstable or create the conditions for collapse.

DETER. Discourage an individual or group(s) from carrying out a certain action by convincing them that the consequences of their actions outweigh the potential gains.

DEVELOP. Advance friendly force capability and competence.

DISCREDIT. Damage or undermine the authority or reputation of an individual or group(s).

DISENGAGE. Break engagement in preparation for eventual withdrawal.

DISLOCATE. Deny an individual or group(s) the ability to bring strength(s) to bear, or to persuade that strength is irrelevant.

DISRUPT. Break the cohesion of an enemy and prevent it from functioning.

EMPOWER. Promote confidence, authority, accountability and responsibility in an individual or group(s).

ENVELOP. Pass over/around the enemy's main def positions.

EXPLOIT. Take advantage of success in battle, by seizing opportunities, and following up initial gain(s), or take advantage of an individual or group(s) weaknesses or vulnerabilities or (*dependent on context*), use actionable intelligence from an individual, group, object or location.

FIND. Detect, recognise, identify and/or locate a unit, object, activity, situation, event or individual or group(s).

FIX. Deny the enemy his goals, to distract him and thus deprive him of freedom of action in order to gain own forces freedom of action. *Note:* An adversary may fix himself.

HOLD. Maintain possession by direct or indirect means.

INTERDICT. Divert, disrupt, delay or destroy the enemy's military potential before it can be used effectively against friendly forces; or fire placed in an area or point to prevent the enemy using it.

ISOLATE. Seal off and deny freedom of movement.

MAINTAIN. Take supply and repair action to keep a force in condition to carry out a mission.

NEUTRALISE. Deliver fire to hamper and interrupt movement and the firing of weapons.

PREVENT. Keep from happening, avert.

PROTECT. Prevent the enemy from having effect on an individual or group(s).

REASSURE. Restore confidence or dispel fear.

SECURE. Gain possession of by direct or indirect means and to seek to retain. This may be protecting an individual or group(s) from danger or threat.

SEIZE. Gain possession of an area or person, with or without the use of force.

STABILISE. Impose security and control over an area while employing military capabilities to restore services and support civilian agencies.

SUPPORT. Aid, complement or sustain another force, individual, or group(s).

SUSTAIN. Maintain the necessary levels of combat power for the duration required to achieve objectives.

TURN. Force an enemy to adopt an axis of advance/approach which he otherwise might not select.



Doctrinal Language

TASK VERBS

ADVISE. Counsel and inform of the implications of adopting a certain pattern of behaviour, beliefs or attitudes.

ADVANCE. Conduct offensive operation designed to gain or re-establish contact with the enemy.

ASSAULT. Climax of an attack; closing with the enemy in hand-to-hand fighting. Short, violent attack, against local objective.

ASSESS. Pose a judgement after comparing measured performances against a standard.

BREACH. Deliberate or hasty: cross or create a lane through a minefield or IED belt or a clear route through a barrier or fortification.

BREAK OUT. Continuation of a crossing operation once the force has consolidated in the bridgehead; or offensive action by an encircled force to link-up with a main force.

BUILD UP. Attain prescribed strength of units and prescribed levels of vehicles, equipment, stores and supplies.

BYPASS. Move around an obstacle, position or enemy force to maintain the momentum of advance.

COLLECT. Assemble, accumulate or acquire data or information.

CONFIRM. Provide current information of previously reporting within a specified degree of certainty and/or accuracy.

COORDINATE. Bring functions, systems or entities operating in the same environment in proper relation in order to avoid counter-productive results such as duplication of effort or mutually negating actions.

COUNTER ATTACK. Attack by a part or all of a defending force for such specific purposes as regaining ground lost or cutting off or destroying adversaries' advance units, with the general objective of denying to the adversary the attainment of his purpose in attacking.

COVER. Protect by offence, defence, or threat of either or both.

CROSS. Deliberate or hasty: pass over or through an obstacle.

DEFEND. Defeat or deter a threat to provide circumstances for maintaining or regaining the initiative. Depending on what size of formation/unit is defending, defence can include delay, hold, deny and attack.

DEGRADE. Reduce the effectiveness or efficiency. (Should be quantified.)

RESCUE. Save or set free a group or individual(s).

DEMONSTRATE. Show of force on a front where a decision is not sought, made with the aim of deceiving the enemy. To distract the enemy's attention without seeking contact.

DEPLOY. Move forces within areas of operation; position forces into a formation for battle, relocate forces to desired areas of operations.

DESIGNATE. By visual or other means, indicate a target to a designated unit, object, activity, situation, event or person(s).

DETAIN. Hold a person temporarily including the right to search.

DETECT. Discover the presence or absence of a unit, object, activity, situation, event or person(s) of significance.

DISENGAGE. Break contact with the enemy in a delay or withdrawal.

EDUCATE. An activity to teach the benefits or consequences of patterns of behaviour.

EMPHASISE. Add further credibility or information which will enhance effects of existing ops and further develop key messages and themes.

ENABLE. Provide means, conditions or authority to make possible.

ENCIRCLE. Surround and isolate lines of communication resulting in loss of freedom of movement.

ENCOURAGE. Stimulation to respond in the desired manner.

ESCORT. Accompany and protect another force or convoy.

EXPOSE. Make visible, reveal something undesirable or injurious.

EXTRACT/EXFILTRATE. Recover reconnaissance, stay-behind or encircled forces out of contact with the enemy.

FEINT. Distract the enemy through seeking contact but avoiding decisive engagement by the bulk of own forces.

HAND OVER. Pass responsibility for the conduct of operations from/to another force.

HARASS. Fire designed to disturb the rest of the enemy, limit movement and, by threat of losses, lower morale.

IDENTIFY. Determine, the status (including friendly or hostile nature) of the detected unit, object, activity, situation, event or person(s).

INFORM. Impart information or knowledge.

INSERT/INFILTRATE. Deploy reconnaissance, stay-behind or raiding forces out of contact with the enemy.

INTERDICT. Divert, disrupt, delay or destroy an enemy's military potential before it can be used effectively against friendly forces.

INTERCEPT. Search for and listen to and/or record communications and/or electronic data.

LIAISE. Maintain contact or intercommunication between elements of military forces to ensure mutual understanding and unity or purpose and action.

LINK UP. Establishment of contact, in enemy controlled territory, between one or more friendly units or formations which have the same or differing missions.

LOCATE. Establish a position of the detected unit, object, activity, situation, event or person(s) to a specified accuracy.



Doctrinal Language

TASK VERBS (Continued)

MANIPULATE. Manage to advantage (person or situation).

MANOEUVRE. Employ forces on the battlefield (using movement) in combination with fire or fire potential to achieve a position of advantage in respect to the enemy.

MARK. Call for fire on a specific location to orient the observer/spotter or to indicate targets.

MASK. Obscure from an individual or group's observation.

MENTOR. Develop capacity through example and/or advice through planning and preparation, execution and lessons captured/After Action Review (AAR) phases.

MONITOR. Develop or maintain situational awareness, pattern of life or atmospherics of a geographical area, activity or situation.

OCCUPY. Move into and enable proper organisation of an area to be used as a battle position.

ORGANISE. Give orderly structure to.

OVERTHROW. Remove forcibly from power.

PATROL. Move tactically within an area of responsibility to deliver a clearly defined effect(s). A patrol is conducted in an area where an enemy threat precludes normal administrative movement.

PASSAGE OF LINES. Move forward or rearward through another force's combat positions with the intention of moving into or out of contact with the enemy.

PENETRATE. Break through the enemy's defence and disrupt his defensive systems.

PERMIT. Give permission or consent; allow something to happen.

PROMOTE. Advocate or advance awareness of an individual, organisation and/or courses of action.

PURSUE. Catch or cut off an individual or group attempting to escape, with the aim of destroying it.

RECOGNISE. Classify the capability of the unit, person(s), object, event or activity of potential military significance.

RE-DEPLOY. Return to original or other position having deployed.

REHABILITATE. Reconditioning of equipment and/or personnel, including rest, replacement, repair, training, and general readiness for employment in future operations.

REINFORCE. Strengthen in place forces with additional personnel or equipment.

RELIEVE/RELIEF IN PLACE (RIP). Replace all or part of a unit in an area.

REORGANISE. Internally distribute personnel and equipment in a formation or unit to render it battleworthy again, albeit maybe at a reduced size.

RETIRE. Move away from the enemy when out of contact.

SCOUT. Actively seek info on the enemy, ground and other relevant detail in support of the commander's plan.

SCREEN. Observe, identify and report; only fight in self-protection (also an indirect fire effect).

SEARCH. Locate specific targets using intelligence assessments, systematic procedures and appropriate detection techniques.

STRIKE. Inflict damage on, seize or destroy an objective or threat.

SUPPRESS. Fire to inhibit the enemy's ability to acquire and attack friendly targets.

TAKE OVER. Assume responsibility for the conduct of operations from another force.

TARGET. Make the object of an operation.

TRACK. Maintain identification and location of a unit, activity, situation or person(s).

WARN. Pre-planned provision of information to provide warning of a specified situation, event or activity.

WITHDRAW. Move away from the enemy (in or out of contact).

OTHER DOCTRINAL TERMS

Branches Options for a particular phase, alternative plans, available to the commander, to anticipate opportunities or reverses.

Centre of Gravity (CofG) Those characteristics, capabilities or localities from which forces derive their freedom of action, physical strength or will to fight.

Culminating Point. The point when an operation can just be maintained but not developed to any greater advantage.

End-State State of affairs which needs to be achieved at the end of the campaign to either terminate or resolve the conflict on favourable terms.

Sequels Options for the next phase should the current phase go/not go according to plan.

Sequencing and Phases The arrangement of activities within a campaign in the order most likely to achieve the elimination of the enemy's CofG.

D Day The day on which an operation commences.

H – Hour The time at which assault troops cross the Line of Departure

L Hour First assault wave helo touches down in LZ (amphibious or airmobile ops)

P Hour Time at which lead para elms arrive over para impact point

Y Hour Time at which first helicopter of first wave departs Pick Up Point (PUP).

Note that the letters A, B, N, Q, R, U, V, W and X Hour are all available for use to describe specific timings if this eases command and control



Mission Statements

Ref: AFM Vol1, Part 8 (Comd and Staff Procedures 2007)
(AC 71674)

MISSION STATEMENTS (MISSION AND SUB-UNIT MISSIONS) – Your Mission will be given to you by your Company Commander

'A clear, concise statement of the task/tasks of the command and its/their purpose'

TASK - (what) Crucial to the success of the Mission. Always use recognised Mission/Effects Verbs. E.g. Use 'clear', 'destroy' instead of 'take' or 'mount a section attack onto'.
PURPOSE - (why) Unifying purpose is the desired end state for the Unit/Sub-Unit contributing to the Commander's Plan. The unifying purpose is not necessarily the same for all of the sub-units within a unit.

SINGLE TASK - A single task and its **purpose**

'1 Section is to SECURE Compound 12 (Task 1) in order to PREVENT disruption of the Police during their search of Compound 12 (UNIFYING PURPOSE)'

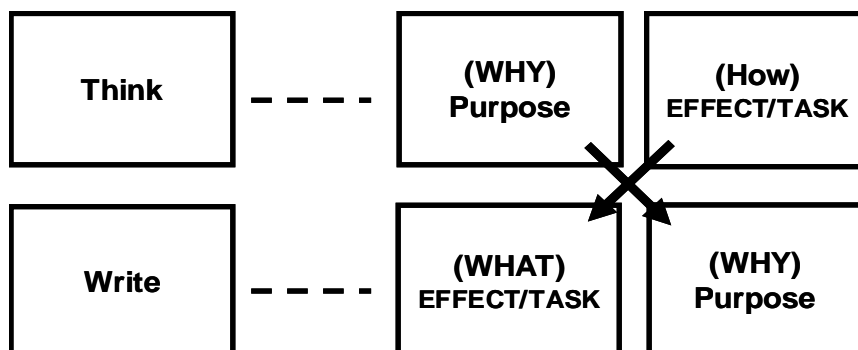
MULTIPLE TASK - Multiple tasks with their unifying purpose

'2 Section is to: (1) CLEAR a Xing pt over the stream ivo Obj BRONZE (TASK 1), (2) DENY enemy access to Objs GOLD and SILVER (TASK 2) in order to allow 1 Section to SECURE Compound 12 (UNIFYING PURPOSE)

LIST OF TASKS - A list of tasks (often preparatory) designated to the sub-unit **without a unifying purpose**. Usually used for Reserves. Given in priority order.

'3 Section. You are the platoon Reserve. You are to be prepared to: (1) CLEAR identified en ivo Objs GOLD and SILVER (TASK 1), (2) REINFORCE the Police in searching Compound 12 (TASK 2), (3) CLEAR alternative routes for wdr of 1 and 2 Section (TASK 3). No UNIFYING PURPOSE as this is implicit in your Concept of Operations paragraph.

CONSTRUCTION OF MISSION STATEMENTS:



Construction

- The purpose should be considered first – the reason for doing the mission.
- The EFFECT or TASK is what you have to do to achieve the purpose.
- Your subordinate then works out HOW bounded by your coordinating instructions.
- All subordinates are to have separate IOT.

Check List

- Do they contain a Task and Purpose?
- Do the sum of the purposes add up to the SoM
- Do they have the correct mission language
- Are they precisely expressed – unambiguous?
- Have all of the essential tasks been covered?
- Do they bear out intended freedom of action?
- Do they fall logically out of the CONOPS?

Mission Statement Example

Bad	Good	Remarks
DESTROY en Comd IOT DISRUPT en C2	DISRUPT en C2 IOT isolate en sub units for sequential DEFEAT	Your subordinate then has FoM to decide how he wants to DISRUPT the en Comd, he can DESTROY, STRIKE or CONTAIN



Execution – Concept of Operations

<p><u>INTENT</u></p> <p>‘The overall effect you wish to achieve, which should normally be focused on the enemy’</p>	<ul style="list-style-type: none"> • It should be short simple and leave your soldiers under no illusions as to what you ultimately wish to achieve. • Should list primary EFFECT that you want to achieve first • Must be a stand alone sentence – easily understood. • Should only state the primary EFFECTS from the intent schematic. • Concise and Clear to avoid confusion <p><i>“To PREVENT disruption of the police during the search of Compound 12 by DENYING en access to Objs GOLD and SILVER and SECURING Compound 12”</i></p> <p><u>NOT</u></p> <p><i>“CLEAR a Xing Point over the stream ivo Obj BRONZE then CLEAR and SECURE an overwatch position in Compound 10, then establish a cordon to PREVENT disruption of the Police in Compound 12”</i></p>
<p><u>SCHEME OF MANOEUVRE</u></p> <p>‘What, Where When and How your command is to achieve its PURPOSE in relation to the enemy, in order that your subordinates know what role they are playing in the operation and what effect they are to achieve</p>	<ul style="list-style-type: none"> • To include/mention all sub-units within your TASKORG • Mention other units if they are directly relevant to the operation • If the information can be covered in Co-ord Instr then <u>leave it out</u> (Routes, GR, Actions on, Times, detailed Fireplan, etc) • SOM needs to be Clear, concise and unambiguous • Keep short but you must cover all crucial and relevant information – tell a brief story/paint a picture <p><i>“PI will approach from the E before first light. 2SECT CLEAR a Xing Pt over stream ivo Obj BRONZE then CLEARING a fire support base ivo Compound 10 to DENY en access to Objs GOLD and SILVER. 1 SECT then fol cleared route to SECURE Compound 12 and establish a cordon to PREVENT disruption of police search. 3 SECT in reserve throughout, prep to CLEAR any en. Once search is complete, 1 SECT will withdraw covered by 2 SECT. 2 SECT withdraw once all other callsigns on E bank.”</i></p>
<p><u>MAIN EFFORT</u></p> <ul style="list-style-type: none"> • ‘A Concentration of Forces or Means, in a particular area, where the commander seeks to bring about a decision’ • It is a concept or tool to provide the focus for the activity which the commander considers crucial to the success of the Mission • The Main Effort can shift but at platoon level this is unlikely unless the tactical situation has changed. • The Main Effort is NOT a Mission Statement and therefore does not need a purpose. Focus in on the most crucial part of the operation; that part that you wish to emphasise. • The Main Effort is an Activity and NOT a sub-unit. <p><i>‘PREVENTING disruption of the Police during the search of Compound 12.’</i></p>	<p>Main Effort must be reinforced through a combination of :</p> <ul style="list-style-type: none"> • Additional combat power • Additional combat support • Additional CSS • Narrower boundaries • The presence of the commander/improving his ability to influence events. • Intelligence focus.



Conceptual Mission Rehearsal

Ref: Doctrine Note 05/4
(Rehearsals)

PURPOSE:

- To act as a revision of the overall plan and allows the Commander to explain how he might deal with a given a situation ahead of time and without the friction of battle.
- Its purpose is to synchronise, in time and space, the key events and activities within the Concept of Operations: who, what, when and where of subordinate actions, Combat Support and CSS activity in support of the mission.
- There will be circumstances where physical rehearsals cannot be conducted and in these instances the Conceptual Rehearsal will have to compensate for this deficiency in battle procedure.

CONSIDERATIONS:

- **Duration** – Conceptual Rehearsal at PI level should last 10-15mins, at Coy 15-20mins. This could be extended for a complex deliberate operation where there is sufficient time in the battle procedure.
- **Location** - The rehearsal should take place around a model or schematic of sufficient size and scale for the audience. Overlooking the ground can be considered, should the ground and tactical situation permit. A sketch or a map could be also used as a minimum representation of the ground.
- **Attendance** - Attendance might include as few as the O Gp or as many as the complete Coy/PI. It will depend on the level of force protection and time available, the extent of concurrent activity and the complexity of the operation in order to ensure that all commanders and attachments understand the plan. Below are examples of those who have a stake in the execution of the mission if detailed on the Coy TASKORG:
 - **Coy** - OC, CSM (if avail) and PI Comds. Any Attachments should be included; MFC or FOO, Snipers, Javelin Sect Comd, Recce elm, Tk Tp Comd and the Engr Sect Comd.
 - **PI** - At PI level the PI Comd, PI Sgt if avail, Sect Comds and MFC will form the nucleus of the ROC drill. Additional assets should be included if attached and any Sect 2ICs or Private Soldiers who have been given specific tasks.
 - **Attachments** - On operations this attendance could expand to include: RE Search Teams (REST) or Search Advisor (RESA), Ammunition Technical Officer (ATO), Aviation, Armd Inf PI Comd/OC, Armd Sqn OC/Tp Comd, Other coalition/NATO forces, Forward Air Controller (FAC) or his TACP, Host Nation Forces, Media Ops, Info Ops, PSYOPS, CIMIC/G9 Team,

CONDUCT:

- **Enemy Focus** - Whilst the enemy is not role-played, the rehearsal must focus on the action on the enemy. Where any intelligence on the enemy has been updated since the O Gp this should be disseminated at the start of the rehearsal to focus the commanders.
- **Friendly Forces (Fr For)** - The start of the rehearsal provides a good opportunity to update the attendance on current Fr For dispositions, prelim moves or operations relevant to the mission.
- **Scheme of Manoeuvre (SoM)** - The rehearsal should focus on the essential or complex elements of the SoM and bring together key coordinating instructions and supporting activities:
 - **Synchronisation** - The rehearsal should concentrate on the synchronisation of either the key effects on the enemy or use the core functions (FIND, FIX, STRIKE and EXPLOIT).
 - **Decision Points (DPs)** - For complex operations key DPs, their triggers and subsequent actions should be revised in the conceptual mission rehearsal.
 - **OS** - Tight co-ordination and confirmation of availability of the OS plan throughout the mission can be achieved in the conceptual mission rehearsal.
- **CSS Considerations** - CASEVAC, re-supply, vehicle recovery and other CSS factors should remain as considerations, but where possible should be dealt with at each stage of the operation.



UK Weapons/Equipment Ranges

WEAPONS

Pistol 9mm:	25m
Combat Shotgun:	40m 'Buck-shot' & 130m 'Solid-Shot'
SA80/LSW:	SA80 300m IND/ 600m SECTION & LSW 800m
LMG/GPMG Lt Role:	LMG 400m & GPMG 800m
GPMG (SF):	1800m (1100m Trace); 3000m Map Predicted
L129A1 (Sharpshooter):	600m; suppressive fire to 800m
L115A1 (.338 Sniper):	400m HEAD, 1200 HIT, 1500m HARASS
HMG:	1,500m (1,800m strike)
NLAW:	20-600m (400m Plan)
ASM:	15-400m (600m max)
LASM (M72A9):	150-200m (12-15m min)
JAVELIN: (CLU)	65-2500m (Direct) 150-2500m (Top Attack)
UGL:	350m
GMG:	2200m (5m BURST) (1800m plan)
CLAYMORE:	50m High Effect/100m Moderate (1067mils Fwd – 16m Rear)
HE/PHOS GREN:	25-35m
C2 (120mm):	APFSDS 2000m/HESH 1500m/SMOKE 8000m
RARDEN (30mm):	APDS 1500m/HE 2500m

LDS (ACOG):	x4 mag ARMOR 300m, INF 150m (RECOGNISE)
(II) CWS:	x4 mag ARMOR 600m, INF 300m (RECOGNISE)
(II) MAXI KITE:	x6 mag ARMOR +600m, INF +300m (RECOGNISE)
(II) HMNVS:	x1 mag 300m (RECOGNISE)
(TI) SSARF (STLS):	x2/x5 mag IDENT ARMOR 3500m / INF 2600m
(TI) BGTI + LRF:	x8/x10 mag DETECT 6000m, IDENT 3500m, RECOGNISE 1500m
(TI) CLU:	4/x12 mag DETECT 7000m, IDENT 4000m, RECOGNISE 2000m
(TI) SOPHIE:	INF 1.6/4.5km RECOGNISE/DETECT
	ARMOR 1.8/3.5/9km IDENT/RECOGNISE/DETECT
(TI) TOGS:	DETECT 3500m / IDENT 1500m
(TI) ESPIRE:	DETECT 3500m / IDENT ARMOR 1200m/500m INF
MSTAR:	DETECT vehs 24km, Fall of Shot 6km, man 3km
COBRA:	DETECT 40km
MAMBA:	DETECT 30km
LCMR:	DETECT 5km
CLASSIC (RGS):	DETECT 7km (up to 20km with radio relay)

SURVEILLANCE

OFFENSIVE SUPPORT

700m 1 st Round Rule		Ranges (m)			HE Splinter Distances (m)			900m Bedding In
Platform	Ammunition	Min	Plan	Max	Lethal	Safe/Cover	Safe/Open	Rnds/Min
60mm Mortar	HE	200		3720	12	190	210	Rapid – 12
	Smoke	180		3470	200m/33secs			Normal – 8
	Illum	350		3270				Slow - 4
81mm Mortar	HE	180		5675	40	190	300	Rapid – 12
	Smoke WP	180		5675	400m/33secs			Normal – 8
	Illum	180		4800				Slow - 4
105mm Light Gun	HE	2300	15000	17200	G/burst 40	Danger Close Procedures Req ⁽¹⁾ : PD: >700m Airburst: >800m		1min – 6
	Smoke BE	2300	15000	15700	A/burst 50			3min – 5
	Illum	2300	15000	15700				Sustained – 3
155mm AS90	HE – L15	4700	19500	24700	G/burst 55	Danger Close Procedures Req ⁽¹⁾ : PD: >800m Airburst: >900m		Burst – 3/10secs
	Smoke BE	4700	19500	24700	A/burst 85			1min – 6
	Illum	4700	19500	24200				3min – 6
	Bomblet M483	4700	15000	17800				Sustained - 2
GMLRS	200lb Blast	15000	19-65km	70000	40	110	200	2m accuracy

CLOSE COMBAT AVIATION (CCA) CHARACTERISTICS

AH 64D Apache	Hellfire (Missiles)	500	8000	100m safety for troops
	30mm (Cannon)	-	4500	150m safety for troops
	FFAR (Rockets)	100	6000	500m safety for troops

CLOSE AIR SUPPORT (CAS) CHARACTERISTICS

Type of Bomb	Blast	Fragmentation
500lbs	300 x 200	550 x 400
1000lbs	500 x 250	800 x 600
2000lbs	750 x 500	

Types of Artillery Support:

- Direct Support - guaranteed fire (in support of high-level Op
- Reinforcing – guarantee of fire with limits on time & ammo
- General Support (GS) – support to the formation as a whole
- GS Reinforcing – fire when not engaged on a GS task

Coordination of Fire Support:

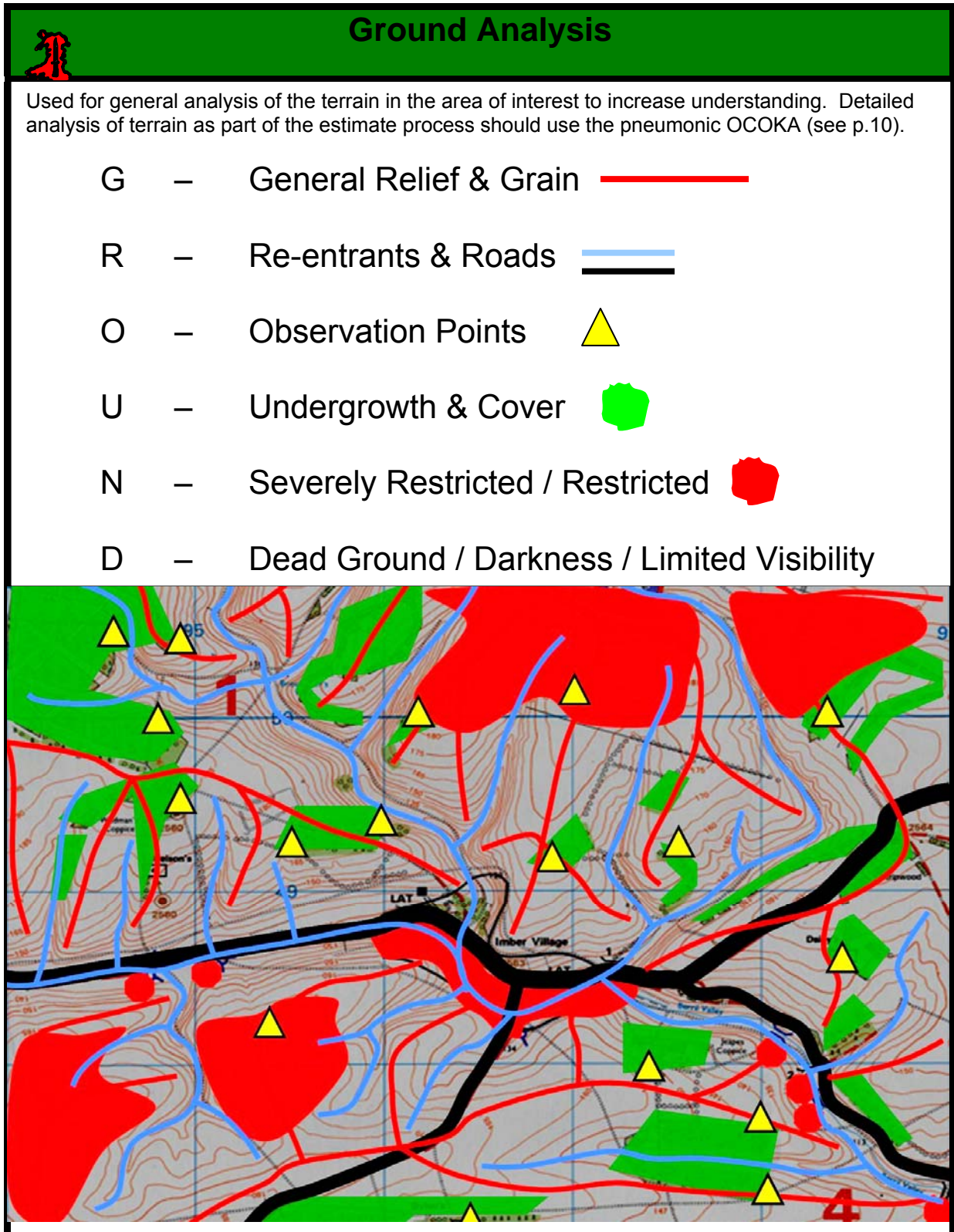
FSCL:	Fire Support Coordination Line - No fire from other Service short of it
NFL/FSSL:	No Fire Line - No fire or effects short of it
RFL:	Restricted Fire Line - No uncoordinated fire over it
NFA:	No Fire Area - No fire or effects in it
FFA:	Free Fire Area - Any weapon may fire
RFA:	Restricted Fire Area - Control of fires into an area
ACA:	Airspace Coordination Area - Restricted area or route for aircraft
ARA:	Artillery Reserved Area - Grid Sq reserved exclusively for Arty
AMA:	Artillery Manoeuvre Area - Movement must be coordinated with Arty

(1) 'Danger Close' requires special procedures to reduce risk. Splinter distances vary according to angle of attack and range. FST should advise.



COESCEN Weapons/Equipment

Small Arms			Rockets / Grenades			AT Recoilless Wpns		
AK-47	3-400m		GP25 UGL	150m		SPG-9	1300m (1300m S-Destruct)	
RPK	800-1000m		RPG-7	200m (920m S-Destruct)		2A45	2100m	
PKM	1-1.5km		RPG-18	150m				
SVD	1000m		RPO (Thermobaric)	500m		9P148	5000m	
DShK	2000m		AGS-17	1700m				
Mortars			Tanks, AFVs & APCs					
2B14 (82mm)	3200m		T90	125mm	6000m	ERC-90 Sagaie	90mm	2000m
2S12 (120mm)	7100m			7.62mm	1000m (coax)		7.62mm	1000m (coax)
Artillery				T80	12.7mm		2000m	7.62mm
AMX 30 (155mm)	30km		VAB (APC)		125mm	5000m	7.62mm	1000m
A222 Bereg (130mm)	20km						12.7mm	1500m
D30 (122mm)	15.4km						7.62mm (coax)	MILAN ER
Helicopters			AMX 10-P	12.7mm	2000m	BRDM-2	14.5mm	2000m
Mi-24 HIND	30mm	2500m		AT-11	5000m			
	12.7mm	2000m		20mm	1500m			
Mi-8 HIP	Up to 8 inf		7.62mm	1000m	7.62mm	1km (Static) 5-600m (Moving)		
Mi-8 HIP			Up to 28 Inf		Non – Linear Threats			
Engineers			Indirect Fire (IDF) – 82 / 120 / 122mm – Sp Off Action or Attrit Static Locations Improved Explosive Device (IED) – Time / Command / Victim Operated - VPs Small Arms Single Round Fire (SRSAF) – Medium Range (400m) – VAs / VPs Complex Ambush – Use of Natural Obstacles / KAs – IEDs, SAF & RPGs Suicide Bomber – Reduced stand-off & troop clusters Snatch / Kidnap – Masked or enabled by minor aggro or public order					
MTU 20 (Bridge Layer)	18m span in 5mins							
BAT-2	5kph / 250m ² per hr clearance speed							
COEFOR Groupings								
NDF Do Mission Command Well. Fight Principles and are extremely flexible. Use civilians, insurgents and irregulars. Attack from multiple directions wherever possible. Ground has only limited utility. Defend in order to attrit the enemy - he cannot accept casualties, but we can. March separately, attack combined. Allow the enemy to underestimate you - confuse him and deceive him. Do not adhere to ratios - there is no template for victory. Maintain Exploitation Force to reinforce success. Absolutely and passionately believe that what they are doing is right and necessary for their survival.					GLF Christian ideology Wide support from SP population Highly effective use of IDF and SAF combined. “Guerrilla” style hit and run tactics. Developing IED capability. Have access to British style combats.			
					MFLJ Radical ideology. Aligned closely with NDF - Some formal training for Comds. Excellent use of the media. Very security conscious - lack of flexibility. SAF attacks from very close range - poor marksmanship is compensated. Excellent knowledge of the ground.			
					PHo Muslim rhetoric - influenced by narcotics and money. Huge intimidation/ “security” racket. Prefer stand-off attacks. Break-clean supported by RPGs. ME is the protection of their Narco- Lines of Operation. Specifically infrastructure, (refining labs, hides, etc.).			





IPE

Ref: AFM Vol 1, Pt 3A,
ISTAR – The Enduring
Doctrine: AC 71975

Stage 1: Battlefield Area Evaluation (BAE)

- Focus on the effect the battlespace will have on operations. Include mobility of ground/air assets, cover, concealment & weapon effects (also ethnic / religious / political make-up of an area)
 - Areas of terrain through which manoeuvre will be limited are shaded
 - Areas of unrestricted manoeuvre are hence enemy's likely Mobility Corridors (MCs)
 - Mobility Corridors are grouped together to show likely Avenues of Approach (AAs)
- Severely restricted (No Go) and restricted (Slow Go) apply to manoeuvre **not** transit
- OPs may well be located in areas severely restricted to manoeuvre elements

Battlefield Area Evaluation:

- O** Observation
- C** Cover & Concealment
- O** Obstacles
- K** Key Terrain
- A** Avenues of Approach

Stage 2: Threat Evaluation (& threat overlay)

- Enemy's doctrinal overlay showing distributions without geographical constraints is applied. Shows where different parts of the enemy are likely to be in time and space – this allows Phase Lines to be assigned.
- The IO must be able to link enemy actions to intentions
- High value assets to the enemy commander are termed High Value Targets

Stage 3: Threat Integration

- Threat Integration is the bringing together of the BAE and the Threat Evaluation.
- The **Situational Overlay** is obtained by placing the doctrinal overlay over the MC & AA overlay (BAE)
- Timelines are added to the situational overlay to provide a snap-shot of the various elements of the enemy at a given time – this is known as the **Event Overlay**.
- The Event Overlay provides planners with the best guess of where the enemy will be, when and in what strength. This allows planners to identify where to look, NAIs.
- The IO completes the Threat Integration to the NAIs – the STAP co-ordinator will then add TAIs and DPs.
- The event overlay is further developed to become the **DSO/DSM**, which is the key link between IPB and STAP.

Terminology:

- CCIR – Comd's Critical Information Requirement
- PIR – Priority Information Requirement
- FFIR – Friendly Forces Information Requirement
- EEFI – Essential Elements of Friendly Intention
- HVT – High Value Target - Loss of which significantly damages the enemy's capability to achieve his intentions
- HPTL – High Priority Target List - Those HVTs the loss of which would contribute most to the enemy's defeat & which can be attacked given the ISTAR and attack systems available.

Decision Support Overlay:

- NAI – Named Areas of Interest - Area/Point along a particular AA through which an enemy activity is expected to occur. Activity/lack of activity will help to confirm/deny a particular COA.
- TAI – Target Area of Interest - Points/Lines where a commander intends to target the threat in order to achieve a specified effect.
- DP/DL – Decision Point/Line - Points in time & space at which the commander has to make a decision to trigger an action in a particular TAI. Allowance must be made for the reaction time of the systems to achieve the required effect.



Battlefield Discipline

Ref: Pam 2 (2011)

- The commander sets and maintains the standard. If battlefield discipline is poor, it's his fault.
- Lead by example.
- Don't assume; check.
- Be inquisitive and sceptical. If it doesn't look right to you, it almost certainly isn't. Investigate and rectify!
- Equipment should be kept as close to immediate readiness as security and sustainability allows.
- Think about how you check: inspections, delegation of specific areas to subordinates.
- Hold subordinate commanders accountable for poor discipline, as well as the individual.
- Do not conduct field checks of battlefield discipline as a 'tick list'; don't 'go through the motions'.
- The enforcement of battlefield discipline demands energy, diligence and moral courage from the commander.

Appearance and Eqpt Carriage

- Are troops smart and presentable?
- Does the image presented by the troops support the higher commander's intent?
- Dress and eqpt conforming to NTM?
- Med eqpt (FFD/CAT/Morphine) carried as per SOP.
- Troops briefed on weapon and eqpt carriage (NTM)?
- Where threat dictates, weapon and ammunition within arm's reach?

Hygiene and Personal Maintenance

- Washed and shaved?
- Feet washed, dried, powdered, toenails cut?
- Fresh socks on?
- Hands washed prior to eating?
- Exposed skin covered?
- Malaria tablets taken?
- Rest routine? Troops resting as soon as essential admin completed?
- Are troops drinking enough?
- Are troops replenishing water when they can?
- Latrine arrangements effective and understood?
- Is everyone observing latrine arrangements?
- Is litter collected and disposed of correctly?
- ID disks worn around the neck?
- Dressing appropriately (warm kit removed prior to exertion)?

Protection

- Sentries posted, alert and concealed?
- Sentries able to cover all en approaches?
- Sentries properly briefed (password, challenge, actions on?)
- PPE (body armour, helmets, eye protection) worn?
- Are body armour collar and cuffs worn when static?
- Can sentries raise the alarm effectively and, if the tactical situation dictates, silently?
- Drills for ECM on and off being observed?
- ECM serviceable and positioned to maintain max 'bubble'?
- ECM removed when static to allow fire position?
- Clearance patrols conducted?
- Guns laid on FPF?
- Are fire hazards minimized?
- Are troops carrying out C-IED drills on halting?
- Troops dispersed when static?
- Troops adopting a concealed fire position when static?
- Troops able to engage effectively with their weapons when static?

Equipment Serviceability

- Weapons clean, serviceable and ready for immediate use?
- Gas regulator correctly fitted?
- Ammunition serviceable?
- Boots dried and polish applied?
- Radios and ancils clean, properly stowed and cared for?
- Radio on correct frequency?
- NVS equipment clean and cared for?
- NVS fitted at last light, removed at first light?
- Spare batteries fully charged and available?
- Spent batteries recharged immediately?
- Is ground sign left unnecessarily?

Situational Awareness

- Is the Notice to Move state clear and understood?
- Does everyone know the likely direction and nature of the threat?
- Have all been briefed and rehearsed in the 'Actions On'?
- Does everyone know the location of the ERV and hard cover?
- Does everyone know the likely future tasks and the 'No Move Before' time?
- Are the locations of other friendly force positions known?
- Does everyone know the locations of claymores and triplares?
- Are range cards made out for static positions?
- Are range cards readable and useful?

Concealment and OPSEC

- Camouflage effective?
- Light discipline observed?
- No unnecessary movement or noise?
- Track plan observed?
- Radio discipline observed (i.e. no 'click and blow')?
- Documentation and personal letters disposed of correctly?
- Mobile phone policy being obeyed?

Vehicles

- First parade checks being conducted?
- Vehicles refuelled and restored to operating capability immediately on return from task?
- Vehicle keys immediately available?
- Vehicles parked up to allow immediate re-deployment?
- Cargo and equipment correctly stowed, presenting no secondary hazard in event of explosion?
- Troops wearing seatbelts/harness?
- Is the LS kept clear of FOD?



OFFENSIVE ACTIONS

Ref: Pam 3 – Chapter 1
AFM Vol 1 Pt 2
Battlegroup Tactics
ADP Operations 2011

Types of Offensive Action:

- QUICK/HASTY ATTACK – Exploit/Destroy/Defeat
- DELIBERATE ATTACK – Destroy/Defeat
- COUNTER/SPOILING ATTACK - Disrupt
- RAID - Disrupt
- EXPLOITATION – Destroy/Defeat
- PURSUIT – Exploit/Clear
- FEINT – Distract (through combat)
- DEMONSTRATION – Distract (without combat)
- RECONNAISSANCE IN FORCE - Reveal
- AMBUSH - Disrupt
- BREAKOUT OF ENCIRCLED FORCES – Defeat
- INFILTRATION – Find/Defeat

Aim of Battle Procedure:

The aim of battle procedure is to ensure that a soldier is sent into battle without waste of time and with the minimum of fuss, knowing exactly what he has to do, how he is going to do it and what fire support he is going to be given.

Principles of Battle Procedure:

- Anticipation at all levels
- Efficient Drills
- Concurrent Activity and Rest
- Knowledge (thorough) of the Grouping System

Principles of Offensive Actions

- Surprise
- Security
- Seize key terrain (or targets vital to influencing perceptions)
- Concentration of fire
- Manoeuvre
- Plan to exploit success
- Simplicity

Attacking Cohesion and Will

- Surprise
- Do something or get there before the enemy (pre-emption)
- Prevent the enemy from working as a team (Dislocation)
- Disruption
- Shock action
- Destruction

Enhanced by:

- Simplicity
- Flexibility
- Tempo
- Momentum
- Simultaneity (Actions occurring at the same time)

Forms of Manoeuvre:

- Enveloping
- Double Envelopment (FSCM?)
- Encirclement (FSCM?)
- Turning movement
- Penetration
- Infiltration

SECTION BATTLE DRILLS

Battle Drill	Considerations
Battle Preparation	<ul style="list-style-type: none"> • Protection • Ammunition • Weapons • Personal Camouflage • Equipment • Radios • Specialist Equipment • Orders
Reaction to effective en fire	<ul style="list-style-type: none"> • Return Fire • Take Cover • Return Appropriate Fire
Locating the Enemy	<ul style="list-style-type: none"> • Observation • Fire • Movement
Suppressing the Enemy	<ul style="list-style-type: none"> • WIN THE FIREFIGHT – Concentrate accurate fire • Fire Control Order <ul style="list-style-type: none"> - Group / Range / Indication / Type of Fire - Full / Brief / Individual / Delayed
The Attack	<ul style="list-style-type: none"> • QBOS • Approach • Assault • Fight Through <ul style="list-style-type: none"> - Momentum - Maximum use of weapons - Control - One foot on the ground • Exploitation
Regroup	<ul style="list-style-type: none"> • Protection • Ammunition • Casualties • Equipment • Searchers • SITREP • Digging • Orders



HASTY & DELIBERATE ATTACK

Hasty Attack

The Hasty Attack is likely to be executed quickly during the advance. Therefore a set of drills have been devised in order to ensure that the three principals of the Hasty Attack are achieved more effectively. The four Platoon Battle Drills are:

Platoon Battle Drill	
Battle Drill	Considerations
Battle Preparation	<ul style="list-style-type: none"> • P A W P E R S O
Reaction to any section coming under effective enemy fire	<ul style="list-style-type: none"> • Initial Contact Report • Combat Estimate • Warning Order – SPOTOCA
The Attack	<ul style="list-style-type: none"> • QBOs • Approach • Assault • Exploitation
Reorganisation	<ul style="list-style-type: none"> • P A C E S S D O

Deliberate Attack

A Deliberate Attack is mounted against a well organised and strong enemy defences which are normally known to the attacker. Assaulting forces will often have little room in which to manoeuvre but this handicap is offset by additional time for reconnaissance and preparation and coordination of the supporting fire of battalion support weapons, tanks, artillery and aircraft. The Deliberate Attack is conducted in five stages:

Stages of the Deliberate Attack	
Preparation	<ul style="list-style-type: none"> • P A W P E R S O
Movement to FUP / LD	<ul style="list-style-type: none"> • FUP/LD secured prior to occupation
Assault	<ul style="list-style-type: none"> • Noisy / Silent / Infiltration
Fighting Through the Objective & Exploitation	<ul style="list-style-type: none"> • Control Measures – Section Release Points, LOE, Boundaries & Anti-Fratricide (i.e. switch fire, etc)
Reorganisation	<ul style="list-style-type: none"> • P A C E S S D O

- Most Deliberate Attacks are planned at Company Group level or above. Ensure thorough understanding of higher intent and extract information relevant to the platoon. Do not just deliver the Company Plan.
- Impose relevant control measures when considering operating in difficult conditions, e.g. Night, 2 platoons up, etc.



DEFENSIVE ACTIONS

<p><u>Principles:</u></p> <ul style="list-style-type: none">• Depth<ul style="list-style-type: none">- Absorbs enemy momentum• All Round Defence<ul style="list-style-type: none">- Defend against electromagnetic spectrum- 3 Dimensional battlespace- STAP CSCM• Mutual Support<ul style="list-style-type: none">- Posns must be able to have an effect on each other- Correct sighting of Direct Fire Wpn Systems- Fill gaps with ISTAR• Reserves/Striking Forces<ul style="list-style-type: none">- Reserve & Counter Attack plans• Offensive Action<ul style="list-style-type: none">- Defence is undertaken to set conditions for offence- Seize initiative & force enemy to comply with the defensive plan- Aggressive patrolling• Deception & Concealment<ul style="list-style-type: none">- Deception measures- Nuisance minefields- Booby traps- Decoys- Correct de-turfing- Concealed spoil- Track discipline- EMCON discipline	<p><u>Mission Verb:</u></p> <p>To DEFEAT or DETER a threat in order to provide the right circumstances for offensive action.</p> <p>Depending on what size of formation/unit is defending, defend can include DELAY, HOLD, DENY & ATTACK.</p>	
	<p><u>Stages of Defence:</u></p> <ul style="list-style-type: none">• Preparatory Stage• Covering Force Action• Battle Handover• Main Defensive Battle• Employment of Reserves	<p><u>Defence Types:</u></p> <ul style="list-style-type: none">• Mobile• Area• Key Point
	<p><u>Factors:</u></p> <ul style="list-style-type: none">• Administration• Communications• Intelligence• Concentration of Combat Power• Manoeuvre• Rehearsals• Liaison	<p><u>Terminology:</u></p> <ul style="list-style-type: none">• Vital Ground. Ground whose loss would make the defence untenable.• Key Terrain. Terrain or feature that offers marked advantage to whoever holds it.• Primary Position. Main position from which unit intends to fight.• Secondary Position. Completely new position, normally prepared and at least reced, to which unit moves once primary position is untenable or ineffective.• Alternative Position. Position in immediate area to which an element may move once located to continue engagement.• Countermoves. Actions undertaken in reaction to or in anticipation of en moves (i.e. a 'spoiling attack')• Counterattack. Action to recapture lost ground or destroy an enemy (capitalizing on his disorder during the assault).• Blocking Position. Def posn so sited as to deny en access to a given area or prevent his advance in a given direction.• Defensive Fire (DF). Pre-arranged Indirect or GPMG(SF) fire to assist and protect a unit engaged in a def action. DF in Depth; Close DF; Priority DF.• Final Protective Fire (FPF). DF target to cover most vulnerable approaches, usually close to a position. Should be pre-adjusted.• Enfilade/Defilade. A defilade position hides from en observation and direct fire and allows engagement of enemy flank (enfilade fire).• Interlocking Fire. Weapon arcs from neighbouring positions link together.• Overlapping Fire. Weapon fields of fire cover complete frontage of neighbouring positions.• Beaten Zone. Ellipse-shaped 'Cone of fire' formed when rounds from automatic weapon hit around. Size varies with range and shape of around.
<p><u>ACTIVE SECURITY:</u></p> <ul style="list-style-type: none">• Establish OPs• Deploy Patrols• Deploy Early Warning Devices• Deploy CBRN Alarm Equipment• Deploy Ground/Air Sentries <p><u>PASSIVE SECURITY:</u></p> <ul style="list-style-type: none">• Disperse Vehicles & Troops• Use Cam/Concealment/Cover• Impose Radio Silence• Turn Off Heat Sources• Reduce Noise• No Movement on Position• Use no Lights• Keep Antennas low• Use Defilade Positions• Do not use likely Arty targets	<p><u>Forces & Tasks:</u></p> <ul style="list-style-type: none">• Armour – Gd Force, Anti-Armour, Mobile Reserve, Screen Force• ISTAR – Screen – Flanks, Gaps in MDP, assist in movement, tag & track enemy penetration• Infantry – Hold Ground, Anti-Armour Plan (JAV/NLAW)• OS – Fire Plan, Illum, DF's, FPF, Deception, Destruction• Engineers – Terrain Analysis, Obstacle Plan, Mobility / Counter Mobility• Aviation – Coordination with covering troops	
	<p><u>STAP:</u></p> <ul style="list-style-type: none">• PASSIVE:<ul style="list-style-type: none">- CWS/TWS/CLU/SSARF/BGTI• ACTIVE:<ul style="list-style-type: none">- MSTAR/Illum	<p><u>MINEFIELDS:</u></p> <ul style="list-style-type: none">• Tactical• Protective• Nuisance• Phoney



DELAY

Ref: Pam 3 – Chapter 3

Concept:

An Operation in which a force under pressure trades space for time by slowing down the enemy's momentum and inflicting maximum damage on the enemy without becoming decisively engaged.

Principles:

- **Intelligence**
 - Determine Enemy Main Effort
- **Manoeuvre**
 - Avoid decisive engagements
 - Maximum use of firepower
 - Disengage using covered withdrawal routes
- **Terrain**
 - Use of natural obstacles to canalise enemy
 - Maximise fields of fire
 - Use ground which enables easy disengagement
- **Time**
 - Consider time to prepare and time required to delay
- **Space**
 - Depth of the delay is closely related to time
- **Aggressive Action**
 - Force enemy to deploy and manoeuvre
 - Constant harassing leads to a caution/slow enemy advance
- **Balance**
 - Essential to enable effective defence, disengagement & withdrawal
- **Security & Protection**
 - Avoid being surprised or decisively engaged
- **Deception**
 - Reduces vulnerability during withdrawal

Types:

- Delay from Successive Positions (Caterpillar)
- Delay from Alternate Positions (Leapfrog)

Key Points:

- IPB
- Delay position selection
- Employment of Snipers
- Obstacle plan
- Siting of Anti-Armour weapons (prevent penetration)
- Disengagement – once maximum delay has been achieved
- Breaking Contact – if threatened with serious engagement

Control Measures:

- Phase lines
- Report lines
- Checkpoints
- Battle positions and sectors
- Engagement areas & target reference points
- Assembly areas, MSRs and CSS points
- Coordinating points
- Routes and lanes

Delay Position Selection:

- Natural obstacles on the front & flanks
- Long range observation & fields of fire
- The longest delay with the fewest forces
- Cover & concealment for delaying forces
- Covered & concealed routes of withdrawal
- Sufficient distance between successive positions to require the enemy to re-organise before attacking the next position

Forces & Tasks:

- Armour – Maximise Firepower & Mobility from pre-recce'd blocking positions
- ISTAR – Screen – Flanks, assist in movement, tag & track enemy penetration
- Infantry – Block using a series of defensive positions
- OS – Slow down enemy advance, interdict follow on forces, support disengagement of friendly forces
- Engineers – Terrain Analysis, Obstacle Plan, Mobility / Counter Mobility
- Aviation – Augment anti-armour and OS plan

Characteristics:

- Force Enemy to deploy & manoeuvre
- Make maximum use of obstacles
- Maintain contact with the enemy
- Avoid decisive engagements

Conduct:

- Recce
- Delaying Force Action
- Disengagement
- Reserve Tasks
- Breaking Contact



ADVANCE TO CONTACT

Purpose:

Conducted to make or regain contact with an enemy **under the most favourable conditions**. Usually conducted in preparation for a subsequent operation.

Principles:

- Surprise
- Security
- Maintenance of Momentum

Groupings:

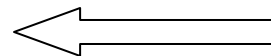
- **Guard/Cover Force**
 - Provides early warning, security and locates the enemy
 - Suppresses and where possible destroys enemy encountered
- **Main Body**
 - Reacts to the situation based on the actions of either the enemy or the guard force
- **Reserve**
 - Held back under control of the PI Sgt in order to react to any situation
- **Platoon**
 - All components of the platoon must be able to react to any situation and be prepared to change into any role

Considerations:

- Mission Command
- Balanced Groupings
- Anticipation at all Levels
- Boldness and Swift Reaction
- Sound Tactical Deployment
- Effective Employment of Fire Support Assets
- Boundaries

Methods of Movement:

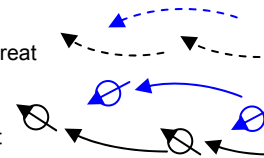
- Travelling – Low Threat



- Travelling Overwatch – Medium Threat



- Bounding Overwatch – High Threat



Planning/Preparation

Warning Order

- Screen/Guard Force, Main Body, Reserve, Boundaries, Limit of Exploitation, Flanking Forces, Timings, NMB & Routes

Recce

- If allowed, from where? Enemy activity and own routes / possible positions. Map recce essential

Orders

- Enemy intent & like COA
- Friendly Forces intent, flank protections & Fire Support plan

Formations

- One-up, two-up, column or a mix dependent upon the threat, terrain & intent

Fire Support

- Location of integral fire support assets
- Possible DF locations – position of MFC
- Ensure all movement conducted within footprint of all Fire Support assets

IPB / Ground Appreciation

- Ground Appreciation is the minimum
- IPB is to be conducted where possible

Attachments

- Plan to use attached arms - take advice on their use from subject matter experts
- Provide security for attachments a required

Terminology:

- **Axis of Advance** - a general line of advance astride which a unit moves.
- **Route** - the prescribed course to be travelled from a specific point of origin to a specific destination.
- **Cleared Route** - a route that must be cleared of enemy direct fire.
- **Bound** - a feature of tactical significance on or astride the axis which could be held defensively if the need arose.
- **Report Line** - an easily recognizable feature, at right angles to the axis, which is used to report progress. It need have no tactical significance.
- **Phase Line** - a line used for the control and coordination of operations and is usually a terrain feature extending across the zone of action.



WITHDRAWAL

<u>Principles:</u> <ul style="list-style-type: none">• Flexibility• Simplicity• Offensive Action• Information• Maintenance of Morale• Control• Secrecy	<u>Objectives:</u> <ul style="list-style-type: none">• To avoid defeat• To avoid battle in an unfavourable situation• To draw the enemy onto favourable ground• To conform to flanking formations• To reform forces• For CSS reasons	<u>Groups:</u> <ul style="list-style-type: none">▪ Security Force▪ Main Body▪ Reserves
<u>General Characteristics:</u> <ul style="list-style-type: none">• Normally conducted under adverse conditions• Enemy may have the initiative• Vulnerable to air & ground attack• Use cover of night or poor visibility		<u>Planning Factors:</u> <ul style="list-style-type: none">• Distance to be moved• Weather• Length of darkness• Ground• Use of obstacles• Enemy strengths & mobility• Situation on flanks• Air situation• CSS elements
<u>Planning Considerations:</u> <ul style="list-style-type: none">• Enemy interference with operation to be minimised• Emphasis on surprise and speed• Security provision for withdrawing forces• Protective elements must be organised and tasked in accordance with the enemy capabilities		
<u>Groupings:</u> <ul style="list-style-type: none">• Main Body<ul style="list-style-type: none">- Disengage either by stealth or concealment after engagement• Protective Force<ul style="list-style-type: none">- Prevent enemy engaging the main body- May need to conduct delaying operations- May need to be reinforced from the main body- May need to occupy an intermediate position• Intermediate Position<ul style="list-style-type: none">- Must be strong enough to force the enemy to deploy- Make maximum use of obstacles and long range weapons- Should be far from both the new and original positions• New Main Position<ul style="list-style-type: none">- Early preparation is important- Recce, Engineers deploy early to start battle procedure	<u>Movement:</u> <ul style="list-style-type: none">▪ Prep phase▪ Disengagement▪ Security Phase	<u>Key Timings:</u> <ul style="list-style-type: none">▪ Denial Time▪ No rearward movement before▪ Thinning out start▪ Final Abandonment▪ Clear of line time
	<u>Characteristics:</u> <ul style="list-style-type: none">▪ Rearward Recce▪ Liaison▪ Battle Handover▪ Night Movement▪ Deception to cover withdrawal▪ Control Measures<ul style="list-style-type: none">- Timings- Routes- CPs – Sect / Pl / Coy / BG / Bde- RVs – Sect / Pl / Coy / BG / Bde- Embussing Point- Helicopter LS	



Ref: Pam 3 – Chapter 4, Section 4

RELIEF OF TROOPS IN COMBAT

Purpose:

To relieve all or part of a force in a sector by an incoming unit/formation.

Reason:

- To replace an existing force which is depleted or exhausted
- To replace troops of one capability with troops of a difference capability
- Routine rotation

Concept:

Strong guard force deployed forward by the relieving force, behind which the operation is completed.

Principles:

- Surprise
- Security

Types:

- Relief in Place
- Forward Passage of Lines
- Rearward Passage of Lines

Methods:

- Sequential Relief
- Simultaneous Relief

Considerations:

- Clear Command Responsibility at all Stages
- Uninterrupted Surveillance of BG area
- Maintain Effective Fire Support Capability
- Maintain Mobile Reserve
- Employment of Support Weapons
- Battle Handover Line
- Relief Protected by Fighting Patrol Action

Factors:

- Security & Protection
- Early Liaison
- Allocation of Areas
- Allocation of Routes
- Timings
- Fire Support
- Command & Control

Command Considerations:


- Commanders Co-locate throughout the operation
- Command is transferred when 2 or more units or sub-units have been relieved
- Once command passes, the incoming commander assumes OPCOM of all outgoing units / sub-units **not yet relieved**

Coordination Considerations:

- Superior HQ is responsible for:
 - The timeframe for the operation
 - Control lines
 - Routes
 - Liaison arrangements
 - Recce's
 - Advance Parties
 - Fire Support
 - Overall Deception plan
 - Tactical Air Support
 - Airspace control
 - Air Defence
 - CSS

Control Measures:

- Debussing Point or LS
- Routes
- Waiting Areas
- CPs & RVs
- Guides

		PATROLS		Ref: Pam 3 – Chapter 5
<u>Aims of Patrolling:</u> <ul style="list-style-type: none">Obtain InformationDestroy/Disrupt EnemyDeter en activity in area beyond influence of static positions and in gaps between unitsReassure the local population		<u>Principles of Patrolling</u> <ul style="list-style-type: none">All round protectionDeceptionMutual Support (depth)Appropriate firepowerCommunicationsRobust and rehearsed actions onAbsorb and exploit information		<u>Types of Patrol:</u> <ul style="list-style-type: none">Reconnaissance PatrolStanding PatrolFighting PatrolReassurance PatrolClearance Patrol
		<u>Reasons for Patrol Harbours:</u> <ul style="list-style-type: none">Base of OperationsAs a Rendez-VousSecure Admin Area		
<u>Patrol Sequence:</u> <ul style="list-style-type: none">Receive Wng O & Comd's BriefMission Analysis & Time AppreciationPtl Comd's Wng OReconnaissancePlt Comd's OrdersInspectionsNoisy RehearsalsRest, Feeding, Admin, PrepSilent RehearsalsFinal ChecksPatrol ActionSharing of essential information in FRVPtl Comd debriefs patrolPatrol Master debriefs Ptl ComdWrite Patrol Report		<u>Stages of Establishing a Patrol Harbour:</u> <ul style="list-style-type: none">Selection<ul style="list-style-type: none">MapAir PhotographAerial RecceGroundOccupation<ul style="list-style-type: none">Snap AmbushComd's RecceGuide PI into HarbourStand-toClearance Patrols<ul style="list-style-type: none">Out through neighbour's / In through own SentryLooking for:<ul style="list-style-type: none">Signs of recent enemy activityPossible enemy approach routesUnexpected obstaclesStreams & dominating groundPossible ERV locationsSentriesWork Routine<ul style="list-style-type: none">Stand-to posnsFields of FireShell ScrapesWarning DevicesComd Detonation DevicesTrack PlanComms Cord / LineSheltersOrders / Brief		
<u>Considerations for Patrol Conduct:</u> <ul style="list-style-type: none">Operational Security (sanitise maps, notebooks personal letters etc)Fieldcraft.FormationsRadio (whisper/reporting etc)Routes and RV drillsNavigation (see Brecon Nav Guide)Actions onSupporting FireControl (Signals, FSCM, Report Lines, Codewords etc)Recording, Reporting, Debriefing		<u>Siting Considerations:</u> <ul style="list-style-type: none">MissionLocation:<ul style="list-style-type: none">DefendableCovered/ConcealedAway from civs & animalsNear a water sourceGood routes in/outGood commsNear HLS <u>Routine Considerations:</u> <ul style="list-style-type: none">Future OperationsAlarm & Stand-to systemOrders for opening fireSentry rotaResupplySleeping & feedingTrack disciplineStaggered wpn cleaningLatrines		



RECCE / QRF / STANDING PATROLS

Recce Patrol Tasks:

- Obtain Information on:
 - Ground
 - Enemy
 - Obstacles
 - CBRN

Patrol composition is the minimum strength required for the task (4-6).

A 4 man fire team is a good sub-unit to form the basis of a reconnaissance patrol.

The patrol avoids fighting except in self-defence or to take advantage of an unusual opportunity.

Recce Checklist:

- S** Strength and size
- L** Location
- A** Aim (defence, hide, etc)
- M** Methods (routine)
- M** Morale
- A** Aids (surveillance devices, etc)
- G** Ground (FSp, FUP, LD, Approaches, etc)

Types of Reconnaissance:

- Stand-Off
- Close Target (CTR)
 - Natural Traverse
 - Right Angle Traverse

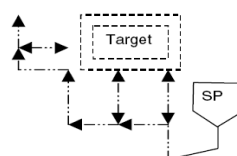
CTR - Natural Traverse:

- Start from a known point. Commence recording your movement by distance and direction.
- Move to a selected observation point, observe, record and determine the next observation point.
- Withdraw far enough to the rear to allow lateral movement without being observed.
- Travel to the next observation point using a bearing or map to ground so that all movement is concealed. Observe, record and determine the position for next obse



CTR - Right Angle Traverse

- Start from a known point.
- Advance towards the enemy posn until an observation point is reached & record any information. Determine positions for the next advance.
- Withdraw far enough to the rear to allow lateral movement without being observed.
- Travel at right angles to initial advance for a distance previously determined.
- Advance towards the enemy position parallel to the initial advance, observe, record & determine posn for next advance.
- If, on advancing, no sighting is made this would indicate either an extremi



QRF Tasks:

- Providing assistance to other patrols after a contact (with casualties, CPERS, etc.).
- Taking over the task of a patrol incapacitated by a contact.
- Following up contacts and exploiting in depth.
- Carrying out further tasks as a result of information gained from patrols on the ground.

Provided for all patrols deployed; a QRF could be prepared to support several patrols in its area. Depending on the situation, the QRF might remain in the firm base, or deploy forward to a harbour or pti base so as to be able to provide more immediate support.

Standing Patrol Tasks:

- Watch and listen on likely enemy approaches
- Cover dead ground both in front of and between defended localities
- Cover minefields and obstacles which cannot be covered from the main position. This could include guarding open minefield lanes
- In mobile defence, prevent infiltration into unoccupied hides or battle positions

Standing patrols move into position using stealth and try to remain concealed until they are required to fight or withdraw.



AMBUSHES

Ambush Tasks:

- DENY enemy patrols FREEDOM OF ACTION
- HARASS or DISRUPT enemy working parties
- DISTRACT enemy attention as part of a DECEPTION plan

Suitable Ambush Sites:

- Known or suspected enemy routes
- Admin areas, supply and water points
- Areas of marked change in vegetation
- Probable lines of enemy withdrawal
- Harbour/Defensive posn approaches
- Withdrawal routes from ambush sites

Ambush Principles:

- Sound Intelligence
 - Patrol Reports & OP Logs
 - Knowledge of the enemy
 - Surveillance Devices
 - BG G2
- Security
 - Force Protection
 - Flank Protection and depth
 - Risk of compromise?
- Surprise
 - Use of covered approaches
 - Minimal Movement
 - Personal Camouflage
 - Hard Routine
- Concentration of Firepower
 - Simple plan for springing
 - Maximise shock effect
 - Claymores/IEDs/automatic weapons
 - Wpn siting to maximise beaten zone
 - Most firepower in the killing area
 - Clear arcs and orders for opening fire

Ambush Groupings

- Killing Group
- Cut off (Flank) Groups
- Rear Protection Group
- Indirect fires
- QRF/Reserve

Sequence of an Ambush

Reconnaissance	<ul style="list-style-type: none"> • BG G2, Patrol Reports, OP logs, etc
Orders / Preparations / Rehearsals	<ul style="list-style-type: none"> • Detailed Actions-On (as per patrols) • Type of ambush according to mission, comd's intent, ground and type of enemy
Move to Ambush Site	<ul style="list-style-type: none"> • Beware ground signs IVO ambush area
Final Reconnaissance	<ul style="list-style-type: none"> • Ambush Comd, Group Comds & Protection
Confirmation	<ul style="list-style-type: none"> • Comd's Confirmatory Orders in FRV
Occupation	<ul style="list-style-type: none"> • Final checks in FRV (prior to hard routine) • Sequence – Cut-Offs, Killer Group, Rear Protection • Work Routine – Claymores, tripflares, cam, comms, individual posns • Comds Checks & Ambush Set
Lying in Ambush	<ul style="list-style-type: none"> • Duration (Long / Short term) • Administration (Admin Area? Relief? Rotation? Feeding? 50/50 observation? etc)
Ambush Sprung	<ul style="list-style-type: none"> • Simple method of springing • Full consideration of what will happen as the enemy enters the KA
Subsequent Action	<ul style="list-style-type: none"> • Search policy in accordance with comd's intent (capture / disrupt / destroy?)
Follow Up Action	<ul style="list-style-type: none"> • Is exploitation possible?
Withdrawal	<ul style="list-style-type: none"> • Opposite sequence to occupation

Ambush Categories:

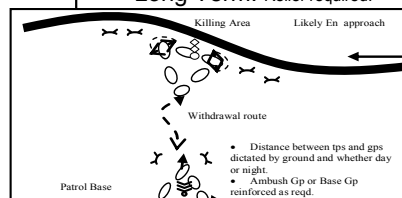
- Deliberate
 - Planned
 - Prepared
 - Rehearsed
- Immediate
 - Min planning
 - Exploit situation
 - Initiative & Simplicity

Ambush Structures:

- Basic
 - Triangular
 - T-Shaped
 - Linear
- Area
- Mechanical

Ambush Characteristics:

- Short Term. No need to relieve troops in position (>6 hrs).
- Long Term. Relief required.





FIGHTING IN BUILT UP AREAS (FIBUA)

Ref: Pam 3 – Chapter
6, Section 3 and Inf
Tactics Vol 1 Pam 5 –
Chapter 5

Characteristics:

- Restriction on Manoeuvre
- Restricted Fields of Fire & Observation
- Cover from View & Fire
- Difficulty in Locating Enemy
- Close Quarter Fighting
- Snipers
- Vehicle Movement
- Supporting Arms
- Communications
- Civilians
- Devastation
- CBRN
- Combat Supplies
- Casualties

Offensive FIBUA Operations:

Phases:

- **Investment**
 - Provide Int of enemy dispositions
 - Prevent enemy withdrawal
 - Prevent enemy reinforcements
 - Support break-in with direct/indirect
- **Break-In**
 - Establish foothold on edge of built-up area
 - Seize key objective that dominates area
 - Establish routes for forward passage of lines
 - Determine strength/condition of the enemy
 - Be prepared to provide fire support
- **Securing Objectives**
 - Seize key terrain
 - Destroy enemy defensive positions
 - Block enemy withdrawal/logistic routes
 - Destroy enemy reserves/CPs/comms
- **Clearance**
 - Clear area of enemy
- **Re-Organisation**
 - Hasty defence
 - Re-grouping
 - Re-supply
 - Casualties/CPERS/Civs

Platoon ORBAT:

- Assault Section
- The Covering Group
- Reserve
- Command Group
- Cut-Off Party*

(* Village Clearing Only)

CONTROL MEASURES:

- Sectors (colour code)
- Bounds & Report Lines
- Boundaries
- Collection Points
- Nick numbers

MATERIAL PROTECTION:

Earth Parapet	1.5m
Clay Parapet	1.8m
Sand/loose (between boards)	0.75m
Brick/rubble (between boards)	0.45m
Brickwork	0.45m
Concrete	0.3m
Mild steel plate	4cm
Timber	1.5m
Sandbags – Rubble	0.75m
Sandbags – Earth	0.75m
Sandbags – Shingle	0.75m
Sandbags – Sand	0.75m

General Considerations:

- Simple Planning
- Control
- Thoroughness
- Momentum
- Covering Fire
- Resupply

Tactical Considerations:

- Beware Re-Infiltration
- Use Progress Markers
- 360 Battle
- Effectiveness of Snipers

Defensive FIBUA Operations:

Forces:

- **Perimeter Force**
 - Early warning
 - Destroy enemy recce
 - Force enemy deployment
 - Disrupt enemy break-in
 - Deceive
 - Cover obstacles
- **Disruption Force**
 - Enemy attrition
 - Disrupt attack
 - Delay enemy
 - Remain highly mobile
 - Offensive spirit
 - Ambushes
 - Confuse/Deceive
- **Main Defensive Area**
 - Defend localities
 - Destroy enemy
 - Break up enemy momentum
 - Prevent break-out
 - Cover Killing Areas
- **Central Reserve**
 - Centrally located & mobile
 - Destroy enemy penetration
 - Counter-attack & reinforce

General Considerations:

- Obstacle Plan (Allow/Dictate Manoeuvre)
- Civilian Population
- Logistics (maintain momentum)
- Offensive Action (disrupt/dislocate)
- Use of Patrols/Snipers
- Perimeter Force must not be Fixed
- Disruption (Tank-hunts/ambushes)
- Counter-Attack with Reserves
- Strong Points

Tactical Considerations:

- Defensive Principles
- Beware Re-Infiltration
- Use Progress Markers
- Civilian Population
- 360 Battle
- Effectiveness of Snipers

FLAG SYSTEM:

RED	Entry Point (not clear/secure)
GREEN	Entry Point (clear/secure)
YELLOW	Casualty/Med Sp
BLUE	Booby traps/Engr Sp



Urban CQB Drills

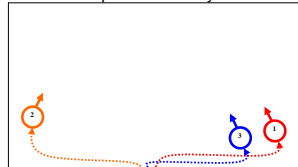
Ref: Pam 3, Chapter 5 (OBUA Update)

Principles:

- **Surprise**
- **Speed**
- **Shock**

3 man entry

Open Door- Entry Drill



Closed Door- Entry Drill



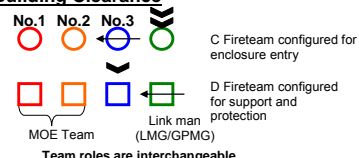
No.3 – mans door handle
No.1 and 2 – ‘Attack the Crack’
All – as per three man entry drill above
Clear the fatal funnel

Terminology:

- **Alpha:** Target Building
- **Green Clearance.** Hostiles and Civilians likely to be present.
- **Red Clearance.** Used were armed hostiles are present and risk to civilians is low.
- **Coming In:** Used when entering a marshalling area or room in response to a call fro support.
- **Clear** – This is given once the team comd is 100% sure the room is secure and all potential hazards are covered.
- **Support** – when a firer needs assistance for whatever reason.
- **Shot** – This is called out by a firer when shooting from room to room, hallway to room, or room to hallway.
- **Hold** – This means stop or no. If “Hold” is given all movement stops.
- **Small Room** – Stops others from entering.
- **Coming out.** Used when leaving a cleared room, warns others to lower muzzles.
- **Last Man.** Used by last soldier to leave room having checked room marking.
- **Close.** Word of comd to close on a threat.

Groupings:

- **Assault Section - Configured for Building Clearance**



Numbers refer to the order in which the team enters the room. Team members must be able to change roles in response to the situation. Avoid pre-designating roles.

- **Cover Section.** Consider grouping GPMG
- **Reserve Section.** Also configured for building clearance.
- **PI Comd Team.**
Commander + Signaller
Possible Atts:
Next Asslt Group/Reserve Comd
- **PI Sgt Team**
Medic SSE Tactical Questioner(TQ)
RMP Interpreter Female Searcher
Dog and handler

CQB Phase Considerations

Approach	Entry	Action in the enclosure		
ID Tgt ALPHA	Single or Multi Entry Points	Smoothly, Logically & Thoroughly	Plasticuff / Eyes / Ears	5 min extraction call
ID Point of Entry		Don't over-commit	Photograph (with evidence)	2 min extraction call
Bounds	EMOE or MMOE	White Light	Set out pens	Final Head-count on exit
360° Awareness	Silent v Noisy	LLMs & HMNVS	Search for SSE	
Cover Group / fire support in place	Positive 5 step Entry	PRR v Link-men	Sketch Alpha Layout	
	Initial entry - 4 man	Use of Cover		
		Clear your corner!		

Sequence of Building Clearance:

- Dominate the Enclosure
- Neutralise All Threats
- Control all Occupants
- Search the Dead
- Search the Room
- Search the Living
- Situation Report
- Consolidation
- Evacuate on Command

Building Aspect Colour Code:

- White - Front wall of Alpha (primary entry point)
- Black - Back wall of Alpha
- Red - Right wall of Alpha
- Green - Left Wall of Alpha
- Yellow - Any other wall

- 1st floor - one
- 2nd floor - two

Windows work left to right

Example

White, one, one = Front wall, first floor, first window on the left.

The Five Steps When Entering an Enclosure:

1. **Clear the doorway.** This is done by visually checking the door for any obstacles or IED's and when entry is started the firer must move through the doorway without stopping.
2. **Clear the immediate area.** This is done when entering the enclosure, if an occupant or threat or an obstacle is in your path to your dominant position, it must be moved or cleared on the way.
3. **Clear your corner.** Once you have entered into the enclosure your priority, as a one or two man will be to clear your immediate corner of the room.
4. **Sweep your arc of fire and Move to Dominant position.** Done on the move to the dominant position, starting from your corner and collapsing your arc of fire 2m beyond the deepest firer in the room. Dominant position is out of the fatal funnel and ½m (min) from the wall.
5. **Assess, Communicate, Exploit.** Assess further threats, say what you see, proceed in line with sequence for building clearance



FIGHTING IN WOODS & FORESTS (FIWAF)

Characteristics:

- Reduced tempo
- Reduced Range
- Reduced effectiveness of aids
- Surprise
- Infiltration
- Flanking
- Disruption

Principles:

- Speed
- Thoroughness

Factors:

- Density
- Mobility
- Cover from Air

Offensive Operations:

Platoon ORBAT:

- Sweeps
- Stops
- Assault Group

Company ORBAT:

- Recce Teams
- Main Body
- Reserve
- Echelon

Stages:

- Planning & Preparation
- Deployment of STOPS
- Gaining a Foothold
- SWEEPING the wood
- Action on Meeting the Enemy
- Reorganisation

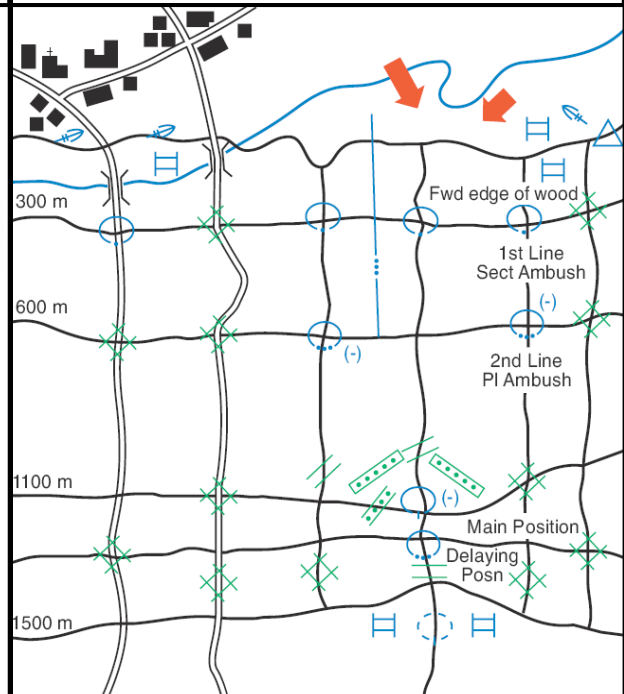
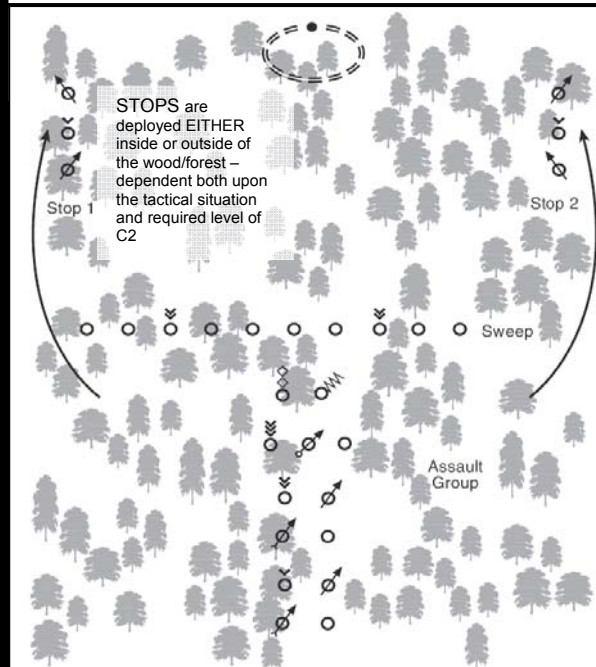
Defensive Operations:

Stages:

- Planning & Preparation
- OPs
- Obstacles
- Ambushes
- Withdraw to Main Position
- Main Position

Considerations:

- Positions (*lines of defence back to MDP*)
- Armour (*friendly & enemy – rides for AT attack*)
- Gaps (*accept but incorporate into planning*)
- Barriers
- Obstacles (*use to shape the enemy to your plan*)
- Ambushes





STABILITY ACTIONS

Ref: AFM Vol 1 Part 9
(AC 7165) 2007
AFM Vol 1 Part 10 (COIN) 2010

General Planning Considerations

Understanding & Situational Awareness	<ul style="list-style-type: none"> History, culture, origins of conflict, demographics, politics, influences & actors Situational Awareness Comprehensive planning with OGDs & NGOs
Legal Considerations	<ul style="list-style-type: none"> UN Resolutions, Memo of Understanding, UK Law, Geneva Convention, EU Convention of Human Rights
Coalition Dynamics	<ul style="list-style-type: none"> National Strategic Objective Difference ROE Chain of Command Slow Decision Making Language
Info Ops	<ul style="list-style-type: none"> Consistent with HMG Strategy, fully integrated into J3/J5 planning & targeting
HQ Structure	<ul style="list-style-type: none"> Early integration of: <ul style="list-style-type: none"> Info Ops G9 – CIMIC SSR LEGAD POLAD OA Ops Sp Stability Advisors
Measures of Effectiveness	<ul style="list-style-type: none"> Measure effectiveness of Military Operations

TYPES OF STABILITY ACTIONS

<p><u>Framework Security:</u></p> <p>Planning Considerations:</p> <ul style="list-style-type: none"> Social ethnic factors Political Settlement DDR Regional stability Size & Capability of Military Force Extent of Crime Threats – Civil/Political/Military Intelligence ROE Establishment of Law Info Ops <p>Tasks:</p> <ul style="list-style-type: none"> Patrolling Convoy Protection Public Order Cordon & Search Route Protection Separation of Hostiles Enforce OOB areas Curfews CPERS Handling Movement of Refugees Protecting Key Sites Targeted Action against Adversaries 	<p><u>Support to Delivery of Essential Services:</u></p> <p>Planning Considerations:</p> <ul style="list-style-type: none"> Targeting Int prep of the environment Coordinating activities Funding Employment of military engineers Use of locals Transition management Security <p>Execution:</p> <ul style="list-style-type: none"> Assessment Links to Host Nation essential service providers Planning Resource activities Restoration to include local labour Develop Host Nation capability and capacity Handover 	<p><u>Support to Governance, Economic Development and Reconstruction :</u></p> <p>Planning Considerations:</p> <ul style="list-style-type: none"> Comprehensive approach with OGDs, IOs & NGOs Rule of Law Meet essential needs of civilian population Restore communications Protect infrastructure Use existing institutions Elections Coordinate activities Maintain consistency Security <p>Control:</p> <ul style="list-style-type: none"> Establish civil authority Develop civil expertise Support elections Use PRTs Support to Humanitarian Aid 	<p><u>Security Sector Reform(SSR) and Military Capacity Building (MCB):</u></p> <p>Principles:</p> <ul style="list-style-type: none"> Democratic oversight, transparency & accountability Local Ownership Holistic Approach Tailored to Local & Cultural Needs Coordination <p>Military Tasks:</p> <ul style="list-style-type: none"> Inward Investment (providing equipment etc for host nation armed forces) Training of Armed Forces (and Police) Mentoring Partnering Transition and over watch
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COUNTER INSURGENCY

Ref: AFM Vol 1 Part 9
(AC 7165) 2007
AFM Vol1 Part 10 2010 (COIN)
Pam 3A (Inf PI Tactics (Update))

Counter Insurgency (COIN) Operations – Principles:

- Primacy of Political Purpose
- Unity of Effort
- Understand the Human Terrain
- Secure the Population
- Neutralise the Insurgent
- Gain and Maintain Popular Support
- Operate in Accordance with the Law
- Integrate Intelligence
- Prepare for the Long Term
- Learn and Adapt

Principles of Cordon Ops:

- Mutual Support
- All Round Defence
- Depth
- Reserves
- Offensive Spirit
- Deception & Concealment

Possible Cordon Groupings

- Inner Cordon (Isolates tgt site & prevents egress/ ingress)
- Outer Cordon (protects the inner cordon)
- Task Force (Assault Force/RESA/ATO etc)
- Reserve/QRF/ARF
- Vehicle Drop Off Pt Protection Force

Types of IED:

- Time Operated (TO)
- Command Operated (CO)
- Victim Operated (VO)
- Projected Weapons

Immediate Response 4 C's:

- **CONFIRM & CONSIDER**
What, Where, When, Who & Why.
Comds – **Pause/Plot/Plan/Issue**
- **CLEAR**
Handheld – 100m & out of LoS
Car – 200m & in Hard Cover
Van – 400m & in Hard Cover

- **CORDON**
- **CONTROL**

Delayed Response 5 D's:

(Used when disposal is not time critical or when threat of secondary is high)

- DISCOVER
- DELAY
- DISCUSS (with other agencies)
- DOMINATE (Cordon/ISTAR etc)
- DISPOSE

Command Linked Command Operated IED:

- Command Wire (CW)
- Command Pull
- Explosive Link
- Fibre Optic (FO)

Command Separated Command Operated IED:

- Radio Control (RC)
- Light Command (LC)
- Active Infra Red (AIR)
- Passive Infra Red (PIR)
- Projectile Command (PC)

Aims of VCPs:

- Cause attrition
- Stop movement of lethal aid
- Gather intelligence
- Gain public confidence

Types of VCP:

- Permanent
- Deliberate
- Snap
 - Ground
 - Eagle
 - Dolphin
- Triggered
- Reactive

Principles of Public Order (PO):

- Preventative Approach
- Mission Focussed
- Balance (be able to resolve sit)
- Flexibility (of force posture)
- Communication
- Control

Minor Aggro Considerations:

- Anticipation
- Face-Up
- Avoid Bunching
- Controlled Move Back
- Use of Baton Gun
- Mutual Support (Satellites)
- Use of Vehicles
- Situational Awareness

Counter Suicide Bomber Principles:

- Create Stand Off
- Reduce the Target
- Positively ID the Bomber
- Preserve the ECM Umbrella
- Intelligence
- Avoid Becoming Fixed



COMBAT LOGISTIC PATROLS (CLP)

Ref: AFM Vol 1
Part 9
(AC 7165) 2007

Composition of CLP:

- **Escort:**
 - Advance Patrol (AP)
 - Close Protection Group (CPG)
 - Reserve Strike Group (RSG)
- **Main Body**

Tasks:

- **Advance Patrol (AP):**
 - Prove the Route
 - Provide Situational Awareness to the Convoy Comd
 - Secure VPs/VAs, Key Terrain & Vital Ground
 - Control Traffic
- **Close Protection Group (CPG):**
 - Provide intimate protection to convoy
 - Locate the enemy & provide direction to RSG for counter attack
 - Provide direction to AP & RSG to ensure correct
- **Reserve/Strike Group (RSG):**
 - Provide a Rear Guard
 - Provide a Counter Attack Element
 - Provide a Reserve

Movement Considerations:

- **Speed** – dependent on moving in/out of threat. Time available. Constant where possible to avoid bunching
- **Tactics** – Tactical movement from bound to bound
- **Recovery:**
 - Small columns - halt and take cover while breakdowns repaired
 - Large column - LAD with integral protection 'sweeps' the route

Anti-Ambush Drills - Options:

- Withdraw rapidly from KA whilst breaking contact with the enemy
- Immediate offensive action to break out of KA and attempt to destroy enemy

Planning & Preparation:

- **Route Recce** – used to identify the following:
 - Route selection of primary & alternative routes
 - VPs/VAs, Key Terrain & Vital Ground
 - Route suitability (MLC & width)
 - Traffic density & pattern of life
 - Potential control points & rest areas
- **G2** – provide the following:
 - Intelligence on the route and area (history of use & incidents)
 - Events which may impact on the convoy (religious meetings, etc)
- **Convoy Planning** – Considerations:
 - Enemy Threat Level – 3 dimensional
 - Ground – in relation to vehicles being escorted, especially defiles, obstacles, close/open country, built up areas, etc
 - Escort – Assets available including supporting arms, aviation and air
 - Convoy – Size & Type of vehicles in convoy and the vulnerability of the load
 - Time & Space – time allocated for the convoy move, distance to be travelled and first/last light
 - Weather – consider delaying the convoy in favour of conditions suiting the vehicles
 - CSS – POL, CASEVAC, Recovery/Repair, Replen
- **Training** – following areas covered as a minimum:
 - Individual skills
 - Vehicle familiarisation & preparation
 - Running repairs & vehicle recovery
 - Comms
 - Convoy discipline
 - Anti-ambush drills
 - Casualty handling & evacuation (in vehicles also)
 - Comds – SOPs & likely COAs
- **Vehicle Requirements** – every vehicle to have:
 - Map & Route
 - Comms
 - First Aid Kit
 - Grab bags containing everything necessary to survive and fight if separated from the vehicle
- **Orders** – every person must know the following:
 - Convoy Orders
 - SOPs
 - Actions-On (including):
 - o Contact Stop
 - o Contact Mobile
 - o Lost
 - o Separated
 - o Vehicle Failure
 - o Casualty



VA / VP IDENTIFICATION

Ref: AFM Vol 1 Part 9
(AC 7165) 2007

Identification of Vulnerable Points:

Vulnerable Points are those **points** on the route where it is particularly advantageous for the adversary to position an ambush, using either IEDs or SAF, or both. Likely places are:

- Culverts & Bridges
- High banked stretches of road
- Routes dominated by high ground
- Junctions
- Buildings & walls near route
- Parked vehicles
- Prominent markers on the route
- Location of previous attack
- Anywhere where vehicles slow down
- Anywhere you are channelled

Identification of Vulnerable Areas:

Vulnerable Areas are those **areas** on the route suitable for an IED or SAF attack. A VA is defined when a combination of the following is present:

- Long open stretches of road
- Areas with good enemy fields of view
- Good enemy escape routes
- Lack of civilian infrastructure
- Urban/Rural interface
- Natural obstacle between Firing Point & Contact Area

C-A-G-E Pneumonic for VA/VP Identification:

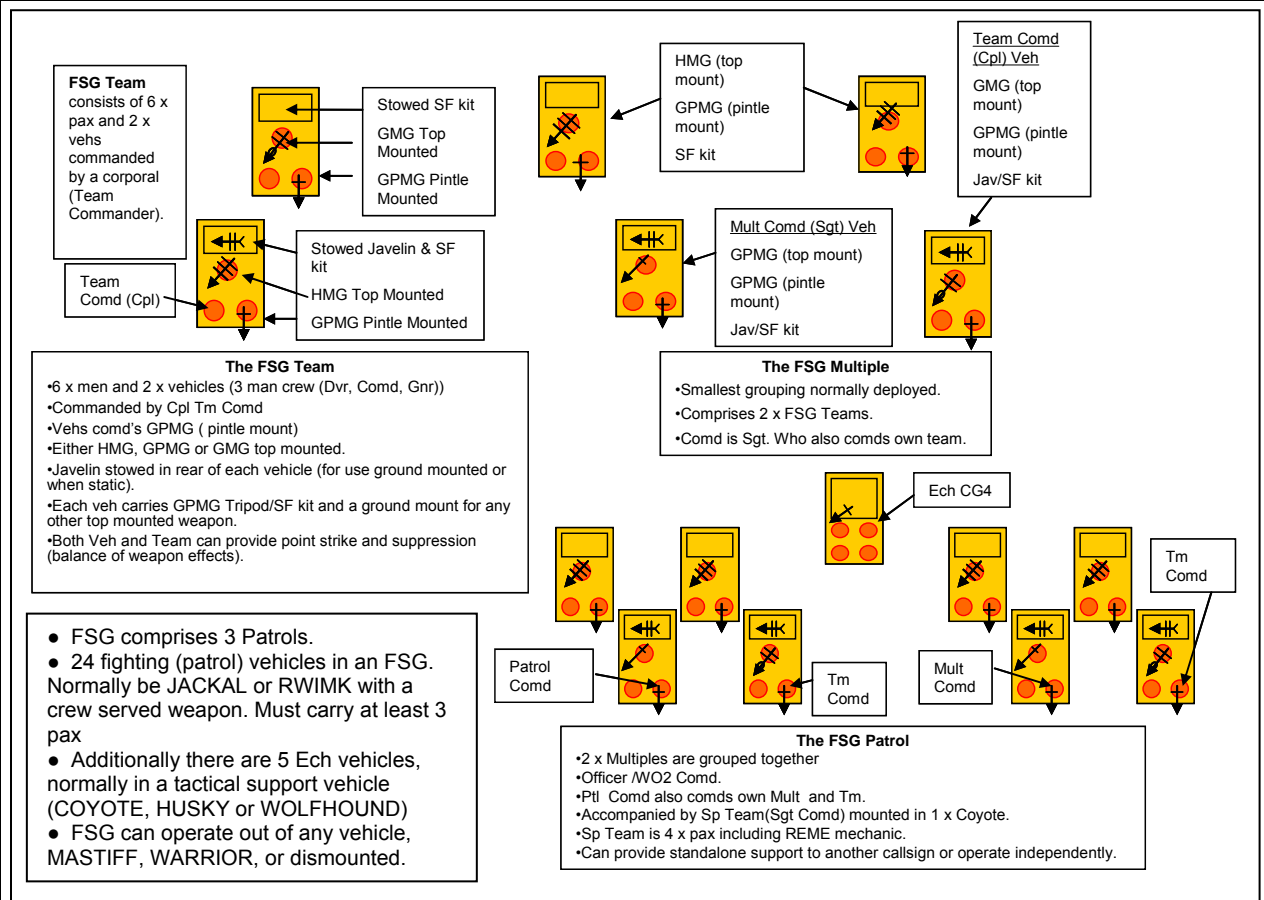
- **C**hannelled – Are we forced to go this way?
- **A**iming Marker – Is there an aiming marker?
- **G**round – Does the ground lend itself to an attack?
- **E**nvironment – What are the atmospherics?

Characteristics of Sign

- **Regularity.** An effect caused by straight lines, arches and other geometrical shapes being pressed into the ground leaving marks not normally found in nature.
- **Flattening.** General levelling or depression caused by pressure on an area – differs from immediate surroundings (i.e. bed space, boot print on grass, where someone has sat down, etc).
- **Transfer.** Deposit carried forward over an area after the target has moved from one area to another (e.g. mud, sand, grass, water, etc).
- **Colour Change.** The difference in colour or texture from surrounding area (e.g. upturned leaves).
- **Discardables.** Materials that have been 'cast off' either intentionally or not (i.e. rations, packaging, equipment, body waste, blood).
- **Disturbance.** Any other change or rearrangement of the natural state of an area caused by the target's passage (i.e. Clearing of leaf litter or vegetation, disturbed insect life etc).



FSG CONSIDERATIONS



Siting Considerations				FSG Role: To DESTROY, NEUTRALISE or SUPPRESS the enemy through the co-ordination of its Firepower with the Manoeuvre of a supported commander.	
MISSION	EFFECT	SURVIVABILITY	SUSTAINABILITY	Principles	Core Capabilities
Combat Estimate Review Alternate Positions C3 (Comms, Comd, Control)	Weapon Employment Range PID range (800m at ni) Engagement Areas Clear Areas of Fire (wpm to tgt) Arcs (Interlocking /Overlapping)	Mutual support Depth Cover (from View and Fire) Dispersion Vehicle Positions Routes in and Out Ground (Defilade/Reverse or Forward Slope)	Replen Casevac	Firepower Mobility Co-ordination	Firepower Mobility Surveillance
FSG KEY TASKS					
Find	Fix	Strike/Engage		Exploit	
Patrols	Guards	Fire Support		Seize and Hold	
Reconnaissance	Counter-Reconnaissance	Protection		Pursuit	
Surveillance	Convoy Escort	Reserve Tasks		Raids	
	Deception	Non Kinetic Effects			
	Counter-Infiltration				



Ref: Land Component Handbook – Doctrine Note 08/03

SNIPER CONSIDERATIONS

<u>Role of the Sniper:</u> <ul style="list-style-type: none"> • Locate • Observe • Destroy <p>....key enemy personnel & equipment with <u>Direct or Indirect Fire</u></p>		<u>METHOD:</u> <ul style="list-style-type: none"> • Grouping - Pair, Sect (2 pairs + comd pair), PI (2 Sections + 4-man HQ) • Endurance (rest after 48hrs – may remain deployed for this) • Coordination (ISTAR Officer or local commander) • Tasks (must have realistic task) 	
<u>General Tasks:</u> <ul style="list-style-type: none"> • Disrupt Enemy C2 by engaging selected enemy targets with direct or indirect fire. • Neutralise Enemy by preventing movement and use of weapons by using direct or indirect fire. • Conduct Surveillance from observation posts or temporary positions (timely and accurate info) • Control Indirect Fire in support of a wider OS plan • Neutralise enemy snipers by advising on counter-sniper measures and conducting counter-sniper tasks 		<u>Weapon Characteristics:</u> <div> L96A1 400m Headshots 900m Man-sized targets 1100m Harassing fire </div> <div> L115A3 400m Headshots 1100m Man-sized targets 1500m Harassing fire </div>	
<u>Offensive Ops Tasks:</u> <ul style="list-style-type: none"> • Fire Support • Counter-Sniping • Surveillance/Overwatch • Flank Protection • Ambush • Cut-Offs • Defeat Enemy Counter Attacks 	<u>Defensive Ops Tasks:</u> <ul style="list-style-type: none"> • Fire Support • Counter-Sniping • Flank Protection • Stay-behind OPs • Gaps & Obstacles • Security • Supplement MDP 	<u>Delay Ops Tasks:</u> <ul style="list-style-type: none"> • Surveillance • Disruption & Delay • Fire Support • Flank Protection • Reserve • Guard Force 	<u>URBAN Tasks:</u> <ul style="list-style-type: none"> • Counter Sniping • Perimeter Force • Gaps & Obstacles • Surveillance/Overwatch • Flank/Rear Observation • Domination of Routes • Opportunity Targets • Priority Targets
<u>PASSIVE COUNTER-SNIPING:</u> <ul style="list-style-type: none"> • Do not establish routines • Minimise Authoritative actions/remove rank slides • Increase unit surveillance (ISTAR) • Conceal Specialist Equipment • Limit movement whilst static • Brief all troops on what to look for • Conduct Orders/Briefings under cover • Remove Antennas & use trailing wires • Try not to alert enemy of friendly sniper awareness (covert, false sense of security) 		<u>ACTIVE COUNTER-SNIPING:</u> <ul style="list-style-type: none"> • Friendly force snipers • Clearance patrols • Indirect & direct fire on likely firing positions <u>Priority Targets:</u> <ul style="list-style-type: none"> • Commanders • Signallers • Support Weapons Crews • Vehicle Crews • Specialists (mechanics, etc) 	



JAVELIN CONSIDERATIONS

JAVELIN Employment Considerations:

Strengths:

- Survivability
- Concealment
- Range
- Accuracy
- Portability
- Passive
- Effect on armour
- Day/Night capability
- Reliability and flexibility

Limitations:

- Slow Rate of Fire and Long Time of Flight
- Mobility.
- Protection.
- Challenges to TI
- Challenges to Day Optical Sight
- Limited ammo

Offensive Operational Tasks:

- Reconnaissance
- Ambush
- Fix targets for Strike by rifle company(ies)
- Fire Support Group (FSG) – Tasks include:
 - Engaging High Priority Targets (HPTs)
 - Directing Troops onto Objectives
 - Detecting & Identifying Targets for other weapons systems to engage
 - Directing indirect and other direct fire assets (in particular GPMG(SF) & HMG at night)
- Security – cut off & flank protection
- Raids – ISTAR or FSG
- Feint & Demonstration – range & 'shoot/scoot' capability maximises stand-off
- Infiltration – man-portable
- Exploitation – JAVELIN proves security to enable other assets to be released to exploit i.e. armour
- High Priority Targets (HPTs) – Precision attack weapon with limited ammunition

Weapon Characteristics:

Missile Range

Top-Attack	150m – 2500m (150m ceiling)
Direct-Attack	65m – 2500m
Time of Flight	17.5secs at 2500m (1000m every 7secs)

Weight

CLU 6.15kg
(Command Launch Unit)

LTA 15.63km
(Launch Tube Assembly)

Tripod 4.9kg

CLU Battery 1.25kg

CLU Surveillance Characteristics

Daysight x4 (WFOV) & x10 (NFOV)

IR NVS x4 (WFOV) & x12 (NFOV)

(NFOV & WFOV - Narrow & Wide Field of View)

Detect 7000m*

Identify 4000m*

Recognise 2000m*

(* Depended upon environmental conditions & target size)

Rates of Fire & Engagement Times

Deliberate 2 rpm (30sec engagement time)

Hasty 3 rpm (15-20secs engagement time)

Defensive Operational Tasks:

- Area Defence – best used forward in an FSG on discrete offensive operations to delay or disrupt (maximise range & stand-off)
- Mobile Defence – limited employment due to lack of mobility
- Hasty Defence – utilise flexibility (JAVELIN is not tied to enfilade fire)
- Counter Attack – Utilise range to avoid repositioning
- Counter Desant – JAVELIN has secondary anti-helicopter capability
- Battlegroup Reserve & Shielder – Grouped with SHIELDER to cover minefield with fire

Transitional Ops Tasks:

- Advance to Contact
 - Screen Force
 - Guard Force
- Meeting Engagement
 - Screen Force
 - Guard Force
- Withdrawal
 - Over-watch
 - Fire Sp for 'break-clean'
- Obstacle Crossing
 - Over-watch
 - In-Place Force

Specific Environments:

- FIBUA
 - Soft-Launch – enclosed spaces
 - Short minimum range
 - Long Engagement times
 - FSG during Investment & Break-in
 - Destruction of HPTs
- FIWAF
 - Direct attack only under canopy
 - Degraded by foliage cover
 - Long rides & tracks

Who is commanding the Javelin post attached to you? Is he a trained commander or just an operator? Are you confident that the operator understands the FSCM/anti-fratricide measures? Does he have comms to follow the battle?



CBRN DEFENCE

CBRN Defence Principals:

- Anticipation
- Protection
- Contamination Control
- Warning

Chemical Agent Types:

- Lethal – Nerve/Blood/Choking
- Damaging – Blister
- Incapacitating – Vomiting

Routes:

- Inhalation
- Ingestion
- Absorption
- Inoculation

Categories:

- Persistent
- Non-Persistent

Delivery:

Liquid or Vapour delivered by Bursting Munitions or Sprays

Nerve Agent Poisoning:

EARLY symptoms

- Tightness of chest
- Runny nose
- Pinpointed pupils
- Dimness of vision

LATER symptoms

- Headache
- Increased salivation
- Dizziness
- Excessive sweating

DANGER symptoms

Blister Agent Symptoms:

- Hoarseness of Throat
 - Red Eyes
 - Red Skin
 - Eyes Closed in Pain
- (Flush eyes with water within 5mins)

CBRN Threat Levels:

ZERO	Belligerents have no known offensive CBRN capability
LOW	Have capability but no indication of use in near future
MEDIUM	CBRN weapons used in another area/strong indications belligerents will use CBRN in immediate future
HIGH	CBRN attack imminent
BLACK	CBRN attack detected

Dress States:

- 0 - 1st set IPE within unit supply chain
- 1 - IPE carried or immediately available
- 2 - Suit worn, boots and gloves carried
- 3 - Suit and boots worn, gloves carried
- 4 - Suit, boots and gloves worn

Protection Measures:

ZERO/LOW	ZERO in open & under OHC
MEDIUM	TWO in open & under OHC
HIGH	FOUR in open/THREE under OHC
BLACK	FOUR ROMEO for all

Combopens: (must have taken NAPS to be Effective)

- Issued 3
 - 15mins between pens
 - Inject & hold for 10secs
- (Incorrect use = Atropine Poisoning)

Atropine Poisoning Symptoms:

- Rapid Pulse Rate – over 100
- Very dry mouth and throat
- Hot dry skin
- Enlarged Pupils

Unmasking Drills:

- Liquid test (Detector Paper)
- Vapour test (RVD)
- 2-man sniff test

(sniff/5 min GSR on & observe/5min GSR off)

- Authorisation
- Individual sniff test

If equipped with CAM the Hasty method may be employed BUT only if risk is worth taking as CAM does not detect unknowns only H & G

Nuclear Explosion Characteristics:

Flash-Heat-Blast/Shock-Radiation-EMP-Cloud

Types:

Air, Surface, Sub-surface & Exo-atmospheric Burst

1-Colour Detector Paper:

Red for all chemical agents

3 Colour Detector Paper:

Red – Blister (H)
Amber – Nerve (G - Non-pers)
Green – Nerve (V - Pers)

RVD:

Blue – Nerve
Red – Blister
Brown – Unknown

CAM – Nerve (G) & Blister (H)

LCAD – Nerve, Blood, Blister & Choking

MCAD – Nerve, Blood, Blister & Choking

NAPS: (2-stage treatment with Combopens)

- Nerve Agent Pre-Treatment Set
- 21 NAPS per packet
- Packet lasts for 7 days

Take NAPS:

- Prior to deployment
- When told to do so
- Every 8 hours

ORDERED to change Canister:

- After 3 weeks in Chemical Environment
- After 4 months wear
- After 6 Chemical Attacks

When YOU change Canister:

- You feel the effects when fitted
- Resistance to breathing becomes excessive
- Canister is immersed in water
- Canister rattles when shaken

Nuclear Decontamination:

Dust, Shake, Wipe & Brush

Radiation Sickness:

Nausea, Vomiting, Loss of Appetite & General Malaise



ARTILLERY TARGET PROCEDURE

Ref: Arty CSODOPS 2011, Joint Fires
Branch RSA Larkhill


	Originator	Remarks
W - Warning Order	'Hello..... This is Fire Mission, Over'	
E - Enemy Location	Grid..... OR Tgt No/Nickname.....	The initial rounds may land beyond this location due to troop safety.
D - Direction	'.....mils'	From you to target
D - Description		Type of Target and cover it is occupying Eg '2 x riflemen dug in, small arms ineffective'.
NF - Nearest Friendlies	Nearest friendlies are at Grid.....or Meters and direction from the enemy	Eg 'nearest friendlies are 300m North East of the enemy'.
E - Effect	'At My Command 1 ROUND, ADJUST FIRE / FIRE FOR EFFECT'	Trained Artillery Observer will decide fuse At My Command - requires originator to say FIRE when guns report READY
When to Fire		FST reports Guns/Mortars READY (3 guns may be used in adjustment to observation) aid
	'FIRE'	
Adjustment	'LEFT/RIGHT.....REPEAT.' (Until on for line. 2 nd group of rounds will give a unit of measure)	Adjust for line in hundreds of meters – eg 'Left 200' Then refined with 50m corrections
	'ADD/DROP.....REPEAT.' (Until on for range, remember splinter distance and risk)	Adjust for range in hundreds of meters- eg 'Drop 100' Then refined with 50m corrections
Fire for Effect	'ON TARGET, NEUTRALISE NOW'	A quantity of rounds specified by the Arty Obsv will be delivered
Termination	Target(Effect that has been achieved), END OF MISSION	


A trained Artillery Observer will try to get into a position to take over the mission as soon as possible



CONTACT REPORT

Initial Contact Report		Hello 0 this isCONTACT.....CASUALTIES,Wait out				
Subsequent Contact Report		WHEN, WHERE, WHAT IT IS, WHAT IT IS DOING, WHAT YOU ARE DOING ABOUT IT <i>("0, B10, (When) Contact 5 mins ago, (Where) Grid 123456/200m NW of Blue 26, (What it is) approx 10 x en (What it is doing) engaging with MG and RPGs from large building with orange roof, additional enemy elms attempting to outflank from east, (What you are doing about it) 1 x friendly cas, 1 and 2 sect holding, 3 sect moving to intercept en on flank")</i>				
Considered Contact Report		SALTA Report sent once situation has calmed. May be sent by Ops Room/Coy Main				
A	STRENGTH OF ENEMY	S				
B	ENEMY ACTIVITY	A	WHAT HAPPENED? EG BLAST			
C	LOCATION	L	EF			
			FF			
D	TIME	T	DTG OF CONTACT / SIGHTING, EG 221500NOV11			
E	ACTION OF FRIENDLY FORCES	A	WHAT HAVE YOU DONE? EG CLEAR / CORDON			
F	AGENCIES REQUIRED	QRF		RECOVERY		
		MERT		TOP COVER		
		ATO / IEDD		AES DOG		
		ANP		VS DOG		
		IRT		TRACKER DOG		
		WIS		OTHER		
G	ICP LOCATION					
H	ICP SAFE ROUTE					
En STRENGTH , En ACTIVITY , LOCATIONS , TIME of Sighting, Friendly ACTION						

 ECAS				
Hello		C/S	This is	C/S
A	IP		ECAS ECAS ECAS, I AM NOT FAC QUALIFIED	
B	TARGET LOCATION			
C	TARGET DESCRIPTION (E.G., 7 X EF, 2 x RPGs in tree line)			
D	LOCATION OF NEAREST FRIENDLY FORCES (GIVE DISTANCE & DIRECTION FROM TGT)			
E	WHEN YOU WANT THE ATTACK ON THE TARGET (E.G, AT MY COMMAND, ASAP, A SET TIME)			
F	METHOD OF MARKING FRIENDLY FORCES (DO NOT USE WHITE SMOKE)			
G	“STOP, STOP, STOP TO HALT ATTACK “END OF MISSION” ONCE EFFECT ACHIEVED			
<div> <div> <p>TOP TIPS:</p> <p>Try to have all the required info filled in before the jet/helicopter arrives</p> <p>Try to speak slowly and clearly to the pilot</p> <p>If you do not understand something, say so</p> <p>Try to do what the pilot tells you when he tells you to do it</p> <p>In case of emergency have smoke to hand for signalling, do not use white smoke</p> </div> <div> <p>CCA Pilot's Initial Check-In:</p> <p>N Number of AH</p> <p>F Fuel (mins on station)</p> <p>A Ammo (30mm)</p> <p>R Rockets</p> <p>M Missiles (Hellfire)</p> </div> <div> <p>Fr Forces Description: (FIDO)</p> <p>F From Object</p> <p>I In the direction</p> <p>D Distance</p> <p>O Object</p> </div> </div>				

 MIST REPORT Ref: Op HERRICK (AC 71901 Edition 7)				
ZAP Number				
M	Mechanism How injuries occurred and at what time			
I	Injury or illness sustained			
S	Symptoms and Vital Signs	<C>	Catastrophic Bleeding	
		A	Airway	
		B	Breathing Rate	
		C	Pulse Rate	
		D	Conscious / Unconscious	
		E	Other Signs	
T	Treatment Given and time applied	CAT		
		HEMCON		
		FFD		
		ACS		
		Morphine		
A	Age of Casualty (Specify Adult or Child at the least)			
T				

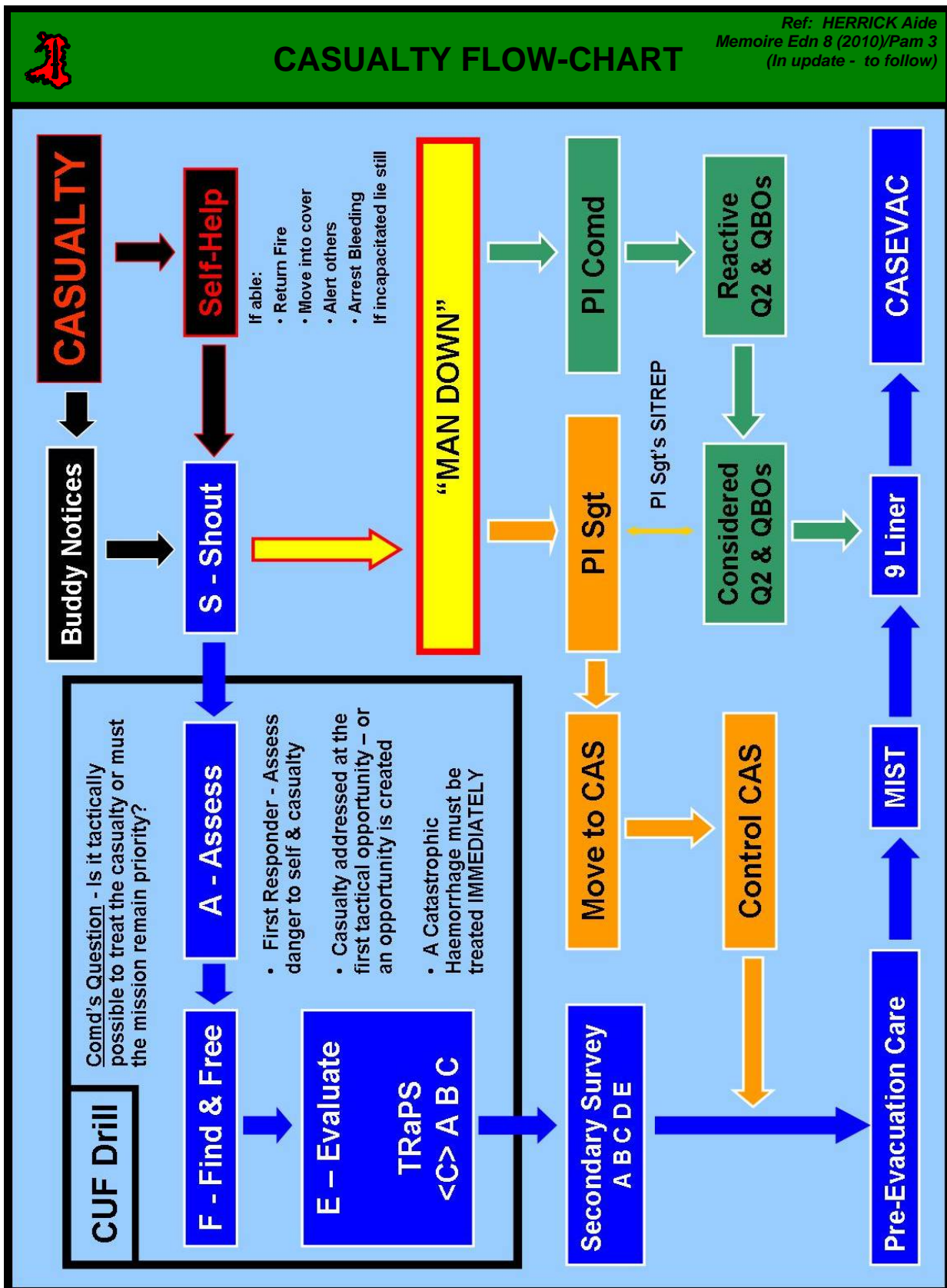


Ref: Op HERRICK (AC 71901 Edition 7)

NATO '9 LINER'

1	Location					
2	Radio Frequency				C/S	
3	Number of Casualties					
	A	Urgent (<90mins @ R2/R3) (P1) (UK T1)				
	B	Priority (<4hrs @ R2/R3) (P2) (UK T2)				
	C	Routine (<24hrs @ R2/R3) (P3) (UK T3)				
4	Special Equipment Required					
	A	None		C	Extraction Equipment	
	B	Hoist (winch)		D	Ventilator	
5	Number of Carried/Lying/Sitting Casualties					
	L	Litter (Stretcher)		A	Ambulatory (Walking)	
	E	Escorts (for child patient)				
6	Security of Pick Up Zone (PZ)					
	N	No Enemy in Area		P	Possible Enemy in Area	
	E	Enemy in Area		X	Hot Pickup Zone / Armd Escort Required	
7	Pick Up Zone (PZ) Marking Method					
	A	Panels		D	None	
	B	Flare / Pyro		E	Other (IR, Firefly, Cyalumes)	
	C	Smoke				
8	Number of Patients by Nationality/Status					
	A	Coalition Military		D	Non Coalition Civilian	
	B	Civilian with Coalition Forces		E	CPERS	
	C	Non Coalition Security Forces		F	Child	
9	Pickup Zone (PZ) Terrain/Obstacles					
MIST REPORT – Mechanism / Injuries / Signs / Treatment						

NOTES: Specify if critical medical supplies are needed to be brought in with MEDEVAC "9-liner" is not to be used for requests to move casualties who are killed in action at the scene



[illegible]



UK MAP MARKING CONVENTION

Installation Role Indicators									
POL	NBC Prod or Storage	Equip	Manuf	Production					

Installation Role Indicators									
POL	NBC Prod or Storage	Equip	Manuf	Production					

Equipment Role Indicators									
Weapons	LT	Med / Sht Rng	Med / Long Rng	Hvy / Long Rng	Vehicles	Mobility Indicators			
Rifle					Tracked	Wheeled	Tracked	Wheeled	Tracked
Machine Gun					Tracked	Tracked	Tracked	Tracked	Tracked
Grenade Launcher					Tracked	Tracked	Tracked	Tracked	Tracked
Mortar					Tracked	Tracked	Tracked	Tracked	Tracked
Single Rocket Launcher					Tracked	Tracked	Tracked	Tracked	Tracked
Multiple Rocket Launcher					Tracked	Tracked	Tracked	Tracked	Tracked
Anti-Tank Rocket Launcher					Tracked	Tracked	Tracked	Tracked	Tracked
Direct Fire Gun					Tracked	Tracked	Tracked	Tracked	Tracked
Howitzer					Tracked	Tracked	Tracked	Tracked	Tracked
Anti-Tank Gun					Tracked	Tracked	Tracked	Tracked	Tracked
Air Defense Gun					Tracked	Tracked	Tracked	Tracked	Tracked
Surf to Surf Missile					Tracked	Tracked	Tracked	Tracked	Tracked
Anti-Tank Missile Launcher					Tracked	Tracked	Tracked	Tracked	Tracked
Air Defense Missile Launcher					Tracked	Tracked	Tracked	Tracked	Tracked

Special Equipment Indicators									
NBC	Flam-Thrower	Land Mines	Claymore	Land Mines - than Lethal	Civ Veh	Sensor	Radar	Sensor	Emplaced Laser

Obstacles									
Obstacles Roadblock	Craters	Blown Bridges	Wire XXXXXX	Unspecified Single Fence Double Fence Apron Fence	Low Wire High Wire Single Double Triple Fence	Survivability Earthwork/Trench Fort Shelter Underground Foxhole	Survivability Earthwork/Trench Fort Shelter Underground Foxhole	Survivability Earthwork/Trench Fort Shelter Underground Foxhole	Survivability Earthwork/Trench Fort Shelter Underground Foxhole

AXIS OF ADVANCE									
Friendly Gnd Axis On Order	Friendly Gnd Axis On Order	Friendly Gnd Axis On Order	Friendly Gnd Axis On Order	Friendly Gnd Axis On Order	Friendly Gnd Axis On Order	Friendly Gnd Axis On Order	Friendly Gnd Axis On Order	Friendly Gnd Axis On Order	Friendly Gnd Axis On Order

NUCLEAR SYMBOLS									
Nuclear Det Gnd Zero	Nuclear Det Gnd Zero	Nuclear Det Gnd Zero	Nuclear Det Gnd Zero	Nuclear Det Gnd Zero	Nuclear Det Gnd Zero	Nuclear Det Gnd Zero	Nuclear Det Gnd Zero	Nuclear Det Gnd Zero	Nuclear Det Gnd Zero

OOTV									
FIRE	FIRE	FIRE	FIRE	FIRE	FIRE	FIRE	FIRE	FIRE	FIRE

AXIS OF ADVANCE									
Friendly Gnd Axis On Order	Friendly Gnd Axis On Order	Friendly Gnd Axis On Order	Friendly Gnd Axis On Order	Friendly Gnd Axis On Order	Friendly Gnd Axis On Order	Friendly Gnd Axis On Order	Friendly Gnd Axis On Order	Friendly Gnd Axis On Order	Friendly Gnd Axis On Order

Installation Role Indicators									
POL	NBC Prod or Storage	Equip	Manuf	Production					

Equipment Role Indicators									
Weapons	LT	Med / Sht Rng	Med / Long Rng	Hvy / Long Rng	Vehicles	Mobility Indicators			
Rifle					Tracked	Wheeled	Tracked	Wheeled	Tracked
Machine Gun					Tracked	Tracked	Tracked	Tracked	Tracked
Grenade Launcher					Tracked	Tracked	Tracked	Tracked	Tracked
Mortar					Tracked	Tracked	Tracked	Tracked	Tracked
Single Rocket Launcher					Tracked	Tracked	Tracked	Tracked	Tracked
Multiple Rocket Launcher					Tracked	Tracked	Tracked	Tracked	Tracked
Anti-Tank Rocket Launcher					Tracked	Tracked	Tracked	Tracked	Tracked
Direct Fire Gun					Tracked	Tracked	Tracked	Tracked	Tracked
Howitzer					Tracked	Tracked	Tracked	Tracked	Tracked
Anti-Tank Gun					Tracked	Tracked	Tracked	Tracked	Tracked
Air Defense Gun					Tracked	Tracked	Tracked	Tracked	Tracked
Surf to Surf Missile					Tracked	Tracked	Tracked	Tracked	Tracked
Anti-Tank Missile Launcher					Tracked	Tracked	Tracked	Tracked	Tracked
Air Defense Missile Launcher					Tracked	Tracked	Tracked	Tracked	Tracked

Special Equipment Indicators									
NBC	Flam-Thrower	Land Mines	Claymore	Land Mines - than Lethal	Civ Veh	Sensor	Radar	Sensor	Emplaced Laser

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Obstacles Roadblock	Craters	Blown Bridges	Wire XXXXXX	Unspecified Single Fence Double Fence Apron Fence	Low Wire High Wire Single Double Triple Fence	Survivability Earthwork/Trench Fort Shelter Underground Foxhole	Survivability Earthwork/Trench Fort Shelter Underground Foxhole	Survivability Earthwork/Trench Fort Shelter Underground Foxhole	Survivability Earthwork/Trench Fort Shelter Underground Foxhole



UK HAND SIGNALS

Ref: Pam 3, Annex A to Chapter 1



READY TO MOVE. Move hand as if cranking car handle.



DEPLOY. Arm extended below shoulder level and waved slowly from side to side, hand open. If deployment to either flank is wanted, the commander points to the flank concerned, after completing the signal.



GO BACK OR TURN ROUND. Hand circled at hip height.



CLOSE OR JOIN ME. Hand placed circled at hip height, on top of head, elbow square to the right or left, according to which hand is used. Point to RV.



RIGHT/LEFT FLANKING. A curved sweeping movement of the arm in the direction concerned.



ADVANCE OR FOLLOW ME. Arm swung from rear to front below the shoulder.



HALT/REST. Arm raised until the hand is level with the shoulder. Indicate length of halt by fingers. Point to rest area.



DOUBLE. Clenched hand moved up and down between thigh and shoulder.



SLOW DOWN (APC). Arm extended to the side below the shoulder, palm downwards, moved slowly up and down, wrist loose.



SPACE OUT. Palm of hands held against weapon and moved away several times.



ENEMY SEEN OR SUSPECTED. Thumb pointed towards the ground from a clenched fist.



NO ENEMY IN SIGHT OR ALL CLEAR. Thumb pointed upwards from a clenched fist.



LIE DOWN OR DISMOUNT (APC). Two or three slight movements with the open hand towards the ground (palm downwards).



AS YOU WERE, OR SWITCH OFF (APC). Forearm extended downwards, hand open, waved across the body parallel to the ground.



STAGGERED FILE. Both arms fully extended above the head.



LSW GUNNER (GUN GROUP). Clenched fist raised to shoulder height.



SCOUT GROUP. Clenched fist with forefinger upright.



LAW/MAW. Weapon placed on shoulder and held like a LAW/MAW.



SECTION COMMANDER. Two opened fingers held against arm to indicate Corporal's stripes.



FIRE AND MOVEMENT. One hand used in a rolling forward action in front of the body.



FIRE TEAM (RIFLE GROUP). 'Victory' sign — first and second fingers extended and open in V, remainder of fist closed.



51 mm MORTAR. Weapons held vertical. Imitate loading of rounds.



PLATOON COMMANDER. Two opened fingers held on shoulder to indicate a Lieutenant's stars.



GIVE COVERING FIRE. Weapon brought into aim.



SINGLE FILE. One arm fully extended above the head.



RECONNAISSANCE. Hand held to eye, as though using monocular.



ATTACK. A chopping movement with edge of hand in direction attack is required.



OBSTACLES OR CROSSING OR TRACK JUNCTION. Arms crossed. For water obstacle make waves.



HOUSE OR HUT. Hands folded in inverted V to indicate shape of roof.



ARROWHEAD. Both arms forced backwards or forwards at an angle of 800 mils, depending on whether arrow is to the back or forward.



MOVE UP. Fingers spread, arm swung slowly in direction movement is required.



FORM AMBUSH. Hand placed over face, followed by pointing to place of ambush.



FREEZE AND LISTEN. Hand cupped to ear.



O GROUP. Fingers together, moved in conjunction with thumb to indicate person talking.



EXTENDED LINE. Arms raised to the side level with the ground, indicate which side gun group is to go.

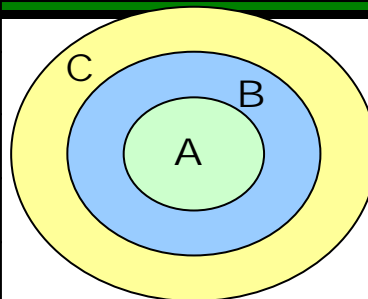


HELICOPTER DRILLS

Ref: JWP 32-4.1 (Use of Helicopters in Land Operations (2000) and HERRICK Aide Memoire Edn 8 (2010))

DIAMETER OF ZONES FOR HLS:

HELICOPTER	A	B	C
Gazelle / Lynx	6m	14m	25m
Puma / Sea King / Merlin	15m	35m	50m
Chinook	15m	60m	100m



A – Hard Surface Zone B – Clear to Ground Level Zone C – Zone Free of Obstacles over 0.6m

Approach/Exit Paths:

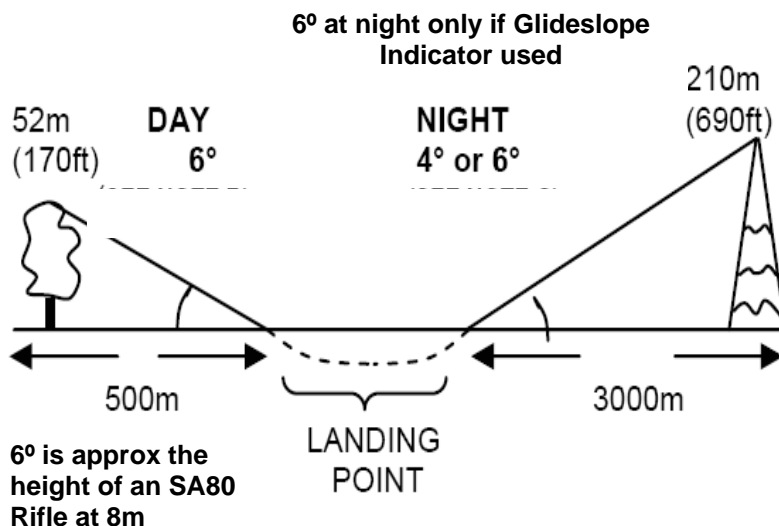
1. Obstruction free
2. Into the wind
3. Minimum 50m wide.

Notes:

A. Obstruction angle is measured from the outside of the “Cleared to Ground Level” zone

B. By day the obstruction height cannot exceed an approach angle of 6° out to 500m from the landing point

C. By night the obstruction height cannot exceed an approach angle of 4° out to 500m.



Marking an HLS:

BY DAY: (one or more)

- Fluorescent Panels
- Marshal (back to wind & arms raised)
- Coloured Smoke
- Letter H
- Flash cards/mirrors/ firefly/ IR Strobe

BY NIGHT: (one or more)

- Firefly or Cylumes
- NATO 'T'

Notes:

Use White or green lights, avoid blue.
Use red to mark obstructions.

HELICOPTER LOADS & ANGLES

HELICOPTER	PAX	MOUNT/DISMOUNT ANGLES
Lynx	3	10 & 2 O'Clock
Puma	10	10 & 2 O'Clock
Blackhawk	11	10 & 2 O'Clock
Sea King	20	10 & 2 O'Clock
Merlin	24	3 & 5 O'Clock
Stallion	57	3 & 5 O'Clock
Chinook	54	6 O'Clock

Standard NATO Helicopter Drills:

- Remove headress, roll down sleeves, wear eye protection
- Switch off ECM & remove antennas
- Wait to be told by load-master to approach
- Mount/Dismount at correct angles
- NEVER walk around rear tail blade

NEVER shine white light at the pilot at night



CPERS HANDLING

ALL CPERS MUST BE TREATED HUMANELY AT ALL TIMES
ALL CPERS ARE ENTITLED TO RESPECT FOR THEIR PERSON, HONOUR AND RELIGION

CPERS must not be subjected to torture, cruel, inhuman or degrading treatment, or violence to life in any form

The following checklist is drawn from JDP 1-10 and sets out the **minimum standards** and requirements for UK Armed Forces when dealing with CPERS. These minimum standards apply at all times and in all environments, except as qualified by operational constraints or the demands of the situation. CPERS will receive basic provisions to an equivalent standard as UK Armed Forces.

- **Accommodation.** Where possible, CPERS shall be accommodated in conditions as favourable as those for UK Armed Forces. The conditions will in no case be prejudicial to the health of the CPERS.
- **Food.** Shall be sufficient in quantity, quality and variety to keep CPERS in good health and to prevent loss of weight or the development of nutritional deficiencies.
- **Water.** CPERS shall be provided with sufficient drinking water.
- **H & H.** Health and hygiene standards in all CPERS facilities shall be sufficiently high to keep CPERS in good health. As a minimum the conditions should be of the same standard as those for the UK Armed Forces who are collocated.
- **Environment.** CPERS shall be afforded sufficient protection against the rigours of the climate and dangers of the armed conflict.
- **Clothing.** UK Armed Forces shall provide all CPERS with underclothes, footwear and outer clothing of a type appropriate to the climate of the region in which the CPERS holding facility is located.
- **Sleep.** CPERS shall be given at least 8 hours of rest per 24-hour period, during which there shall be an opportunity to sleep for a single undisturbed period of no less than 4 hours.
- **Med.** CPERS should be provided with suitable medical care.
- **Religion.** Subject to operational circumstances, all CPERS shall enjoy complete freedom in the exercise of their religious practices.
- **Protection.** At all times, CPERS shall be protected against insults and public or media curiosity.
- **ICRC.** CPERS shall be provided with information and access to the ICRC as fully and rapidly as possible.
- **Right to Complain.** CPERS shall have an unrestricted right to complain.
- **Right to Exercise.** CPERS shall be allowed a minimum of one hour of exercise in the open air per 24 hours.

It is forbidden to take photographs of CPERS (dead or alive) for personal reasons.

Prohibited Techniques:

The 5 techniques defined below must never be used as an aid to tactical questioning or interrogation, as a form of punishment, discriminatory conduct, intimidation, coercion or as deliberate mistreatment. Hooding is prohibited at any time, for whatever purpose.

- **Stress Positions.** Any physical posture which a CPERS is deliberately required to maintain will be a stress position if it becomes painful, extremely uncomfortable or exhausting to maintain.
- **Hooding.** Placing a cover over a CPERS' head and face.
- **Subjection to Noise.** Holding a CPERS in an area where there is unnecessary excessive noise.
- **Deprivation of Sleep and Rest.** Depriving a CPERS of the minimum requirement of sleep and rest.
- **Deprivation of Food and Water.** Depriving a CPERS of the minimum requirement of food and water.

Guidance on the Handling of CPERS:

- **Search Positions.** It will be necessary to search CPERS. This may require the CPERS to adopt a posn with limbs spread. If such a search position is imposed, the CPERS must be allowed to change position regularly to prevent pain and exhaustion.
- **Restraint Positions.** There may be an operational requirement to use a restraint position on CPERS as a temporary measure to gain control of a situation. If such restraint positions are imposed, the CPERS must be allowed to change position regularly to prevent pain, extreme discomfort or exhaustion.
- **Restraint Equipment.** Circumstances may also require the use of restraining equipment, for example plasticuffs. These must only be applied to the hands in front of the body.
- **Restriction of Vision.** Where practicable, the need to deprive CPERS of their sight should be avoided. Where no other alternative is possible, CPERS may be required to wear blacked out goggles or a blindfold may be improvised. Any improvised blindfold must not be designed to cause pain. Sight deprivation should not be used as a means of separating CPERS to prevent them from communicating with each other and should not become routine. **CPERS must not be subjected to tactical questioning or interrogation while their vision is obscured.**
- **Excessive Noise and Restriction of Hearing.** Steps should be taken to reduce excessive noise levels ivo the CPERS or consideration must be given to providing CPERS with ear protection. Where strictly necessary, ear defenders may be used to stop CPERS overhearing sensitive info.
- **Food and Water.** CPERS should receive the same quantity and quality of food and water as UK Armed Forces.
- **Disruption of Sleep.** It is prohibited to keep CPERS awake, even for short periods, as a prelude to TQing.
- **Records.** Make a record (time / date / circumstances / approval authority) anytime a CPERS is deprived of his senses (vision / hearing).

JDP 1-10 (2d ed) (2011) contains addl detail regarding CPERS treatment, record keeping, detention officers / NCOs, responsibility, governance and the requirements of unit holding areas.



Ref: Op HERRICK (AC 71853 Edition 5)

GUIDE TO MEDIA HANDLING & INTERPRETERS

GOLDEN RULES FOR TALKING TO THE MEDIA:

- Protect Operational Information
- Don't comment on Government Policy
- Don't release names of casualties
- Never lie
- Don't guess
- Don't speculate - keep to the facts
- Don't comment outside of your area of responsibility
- Don't talk "off the record"
- Be positive

BEFORE THE INTERVIEW:

- Establish the purpose of the interview
- 'WIFY' principle – "what's in it for you" (i.e. the Army)
- What media is it for? (i.e. live or recorded, one-to-one or discussion?)
- Get the correct clearance/chain of command authority
- Agree the first question and general lines of questioning there-after
- Agree a background to the camera shot
- Confirm what you can discuss
- Switch off mobile phone

DURING THE INTERVIEW:

- Check your appearance – wear a beret if possible & remove security passes from sight
- Maintain good eye contact
- Don't sway, fidget or use notes
- Avoid one word answers
- No funnies – they may be reported out of context
- Don't use military jargon and don't use acronyms
- Be courteous but firm
- Jump on untruths – interrupting if necessary
- Expect un-agreed questions
- Direct your replies to the target audience
- Don't lose your cool

PERSONAL PREPARATION:

- Check your appearance – wear a beret if possible & remove security passes from sight
- Think through what you want to say
- Have a maximum of 3 points you want to make and try to make them – irrespective of the questions
- Think of a 20sec 'sound-bite' which summarises what you want to say and is most likely to be used
- Think laterally about the sort of things you may be asked about but always bring your answer back to your key points

WORKING WITH INTERPRETERS – TOP TIPS

- Keep the topic simple
- Speak slowly and articulate words
- Speak directly to the other person – not the interpreter
- Do not allow the interpreter to strike up a personal conversation with the other person
- Position the interpreter to your side, NEVER between you and the other person
- NEVER use phrases such as "tell him" or "ask him"
- Avoid using slang or colloquialisms
- Know the classification of your interpreter (LEC, etc)



IBS DRESS SOPS

ITEM	REMARKS	ITEM	REMARKS
Note Book & Pencil	Waterproof, preferably with waterproof paper	Gloves	In smock pockets. Black, Green or MTP only
Protractor 6"	Yds blanked out	Map	Trouser leg pocket
SILVA Compass	Attached to smock pocket	Torch (small)	Very small (Maglite recommended) for map reading. Tape to shield light. Batteries reversed plus spares.
Aide Memoire Cards	Fabloned & easily accessible	CEIs	In trouser leg pocket attached
Lumocolor Pens (perm)	Blue, Red, Green, Black colours	Whistle	Attached to smock pocket
FFD		Ear Defenders	
Tourniquet		Cylumes	
Binos with graticules	As issued by SI. When in appointment worn around the neck	Clasp knife/multi-tool	
Body Armour	Plates added dependant on threat. May be stowed for long foot moves (threat dependant)	Helmet	Mk 7 or 6A no scrim or rubber band, with cam elastics and with ring / ext strap fitted for use with respirator
Eye Protection	Worn when there is a high probability of dust and debris thrown up by blast (eg urban environments)	Boots	High leg, robust leather boot for field training. No civilian/jungle/bates/aku 5.11 boots to be worn in the field.
Cam Cream			
COMBAT EQUIPMENT FIGHTING ORDER - WEBBING AND DAYSACK (ISSUED) <i>Essential equipment only for short offensive operations, such as deliberate attacks and fighting patrols. The load should mainly be ammunition (5.56mm, 7.62mm Link, 51mm Mortar rounds, Rifle Grenades). Personal comfort items should not be taken. The spare capacity in the webbing and daysack will be needed for the carriage of additional ammunition (incl Claymores) and used to carry section equipment (medical pack, lightweight stretcher). FTS should be fitted to at least one section weapon by day and night. Be prepared to tailor the load to suit the mission – fight as light as you can. (*Sect Kit).</i>			
ITEM	REMARKS	ITEM	REMARKS
6 x Magazines of 30 rds	In ammo pouches.	PRC 354 Radio	When in comd appointment attached to belt kit
1 x L109 HE Grenade	L111	Spare Battery	When in comd appointment
1 x L84 Grenade	L111		
150 rounds (bandolier)	As necessary. Blank/live ammo as issued	Mess Tin/Emergency Rations/Spoon/ Brew kit/ Hexamine cooker	As issued by SI. Lighter and windproof matches waterproofed.
Water bottle x 2 or a Camelback, metal mug and Puri-tabs		1 x Spare pair of Socks	
AATAM	As necessary. To incl the Inf Pocket Book.	Weapon Cleaning Roll	Full oil bottle. Wpn cleaning Rods easily accessible
PRR	When issued	Sand Bag prepared with cord	Attached to the back of the webbing yoke
Individual Med Kit	2nd FFD, tourniquet	Arc Markers	To be carried in belt kit
Optics (HMNVS/FIST Sight)	As necessary	Head Torch	Batteries reversed plus spare batteries
Warm Top	Individual Choice	GORTEX Jacket and Trousers	As necessary.
Rations	As necessary	*Wire Cutters and Gloves	
*Heli Marker Pannels	1 per Fire Team	*ETH	Scaling and carriage to reflect the requirement to dig in. Determined by en threat and own plan
*Sect Medical Pack	As issued. Needs to be easily accessible and ID visible.	*Model Kit	1 per Fire Team
*Coloured Flags	NATO Flag Marking System. Flags issued at Sect Level	*Light Weight Stretcher	As issued, needs to be accessible.



IBS DRESS SOPs

COMBAT EQUIPMENT MARCHING ORDER - WEBBING & BERGAN

Marching Order is Combat Order plus a Bergan. It is the load, which will be required for an operation of up to 2 weeks' duration without resupply except for ammunition, rations and water. In addition to your personal equipment you must be prepared to carry additional amounts of ammunition, possibly 1 x 81mm Mortar Case (2 rounds weighing 11.8 kg) to a mortar line. The Bergan needs to be fitted with a **waterproof liner** and all individual items need to be stowed in waterproofed bags.

ITEM	REMARKS	ITEM	REMARKS
Sleeping Bag/Bivi Bag	Sleeping Bag packed inside Bivi Bag	Boot Cleaning Kit	Polish, brush and spare laces
Spare Warm Kit	Norwegian/Fleece/Softie etc	Sleeping Mat	
Housewife	3 large needles, safety pins, large roll of thick black cotton and spare trouser \ smock buttons	Washing & Shaving Kit	
Spare Socks and Foot Powder	Min of 4 Pairs individually waterproofed	Lightweight Shelter	Stowed with bungees attached and tent pegs
Spare Trousers		Extra Water Bottle	Issue type <i>not</i> soft drinks bottles
T Shirt/ Thermal Top	Green	Warm \ Woolly Hat	Black \ green
Sand Bag	For Ammo/Rubbish	Shovel \ Pick	As issued
Rations	Broken down and bagged	Lightweight footwear	Light footwear that allows running short distances to permit rest from boots in harbour
		30m Green Cord	Track Plan

Notes:

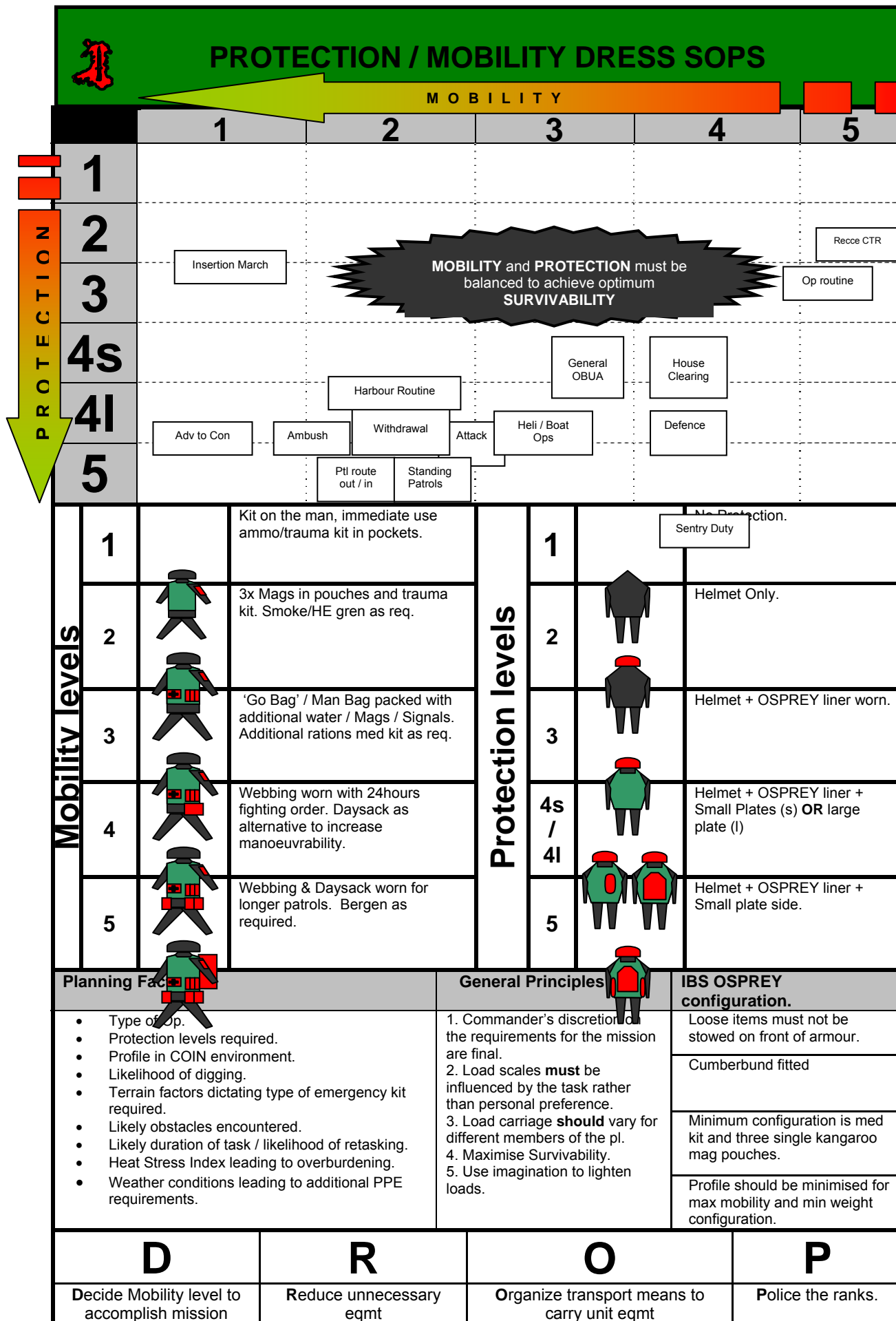
- Distribution of Section Equipment and Weapons Systems. Nominated individuals within sections will be required to carry section equipment, such as medical packs. Be prepared to carry other weapon systems as a rifleman, such as the NLAW or CLAYMORE Mine.
- CBRN. IPE will be carried in either day sacks or Bergans and will depend on the threat.
- Patrols. The nature of the task and commander's estimate will determine the equipment required. Remember you may need to carry additional equipment such as mines, OP construction material, and surveillance devices.
- Urban Operations. You will receive additional equipment for FIBUA. As Urban Operations requires you to fight and move in confined spaces, be prepared to adapt your load carrying method and your equipment. *See Urban Operations SOPs.
- THE SOPs FOR COMBAT BODY ARMOUR AND HELMETS.
 - General. The wearing and carriage of helmets and CBA must be considered carefully and constantly reviewed by Commanders in light of the 'threat' so that it enhances protection without disabling movement. In a CBRN environment ECBA will be worn over IPE.
 - Carriage of Helmets. Helmets will always be worn or carried (using a snap-link to attach it to the Assault Order or Combat Order).
 - Helmets will be worn in the following situations (unless in specific environments where unfeasible):

Attack	OPs
Defence	Ambushes
Recce Patrols	Withdrawal
Fighting Patrols	Advance to Contact
Standing Patrols	Sentry Duty
 - Helmets need not be worn in the following situation, unless there is a specific threat of indirect fire, but they must always be carried:

Harbour areas	Fire Trench Shelter Bay
---------------	-------------------------
 - Wearing and Carriage of CBA.
 - CBA (with plates fitted dependant on the threat) will be worn in the following situations:

Attack	Advance to Contact
Defence	Sentry Duty
Recce Patrols (from FRV)	In Harbour Locations
Fighting Patrols (from FRV)	Standing Patrols
Ambushes (from FRV)	OPs
Withdrawal	At Comd's Discretion
 - CBA need not be worn in the following situations, unless there is a specific threat of indirect fire, but will need to be carried:

Long insertion marches	At Comds discretion
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- CAMOUFLAGE AND CONCEALMENT
 - Helmet Cam. Helmets should be camouflaged using local or artificial foliage where appropriate.
 - Patrols & Recce. Commanders should be aware that camouflage will need to be replaced as the environment changes.



VERSION SEVEN – JANUARY 2013

Planning Speeds	Load (kg)	0 – 13	13 – 17	18 – 22	23 – 27	28 or more
	Realistic Speed	9-12 kph	8 kph	7 kph	6 kph	4 kph or less
Troops cannot sustain performance at 40kg or more. Evaluate risk, gain authorisation and aspire to 25kg.						
On the man	Consider ditching Binos in close environment. Consider sharing Cam cream, Maps, Torches, Knives. <i>combined weight adds up.</i> Gloves only taken in inclement weather conditions or likely needlestick. Helmets and body armour may be downscaled, seek approval from your CoC.					
Team Kit	Consider sharing ETH, Cleaning kits, Lightweight Stretchers, Sleeping Bags.					
Ammo & Wpns	Consider backloading irrelevant ammunition to the Op. Are pl weapons really needed? Carefully consider likely use of ammo and keep reserves realistic, plan for contingency resupply if appropriate.					
Food and Water	Opportunities to collect water from nat sources (ensure purification considered). Plan water consumption rates according to Op and enforce strict water discipline. Do not fully fill camelbaks if unnecessary. Consider duration of and requirement for emergency rations. Consider live and dead letter box drops. Consider weight of calories taken, maximise carriage of dried goods. Schedule meal timings / hydration around Op.					

Personal Notes:



IBS ACTIONS-ON SOPS

Movement must be properly controlled at all times using formations appropriate to the op, terrain or en threat. Speed will be dictated by the comd's assessment of risk, but on dangerous ground with a high en threat the patrol pace may be as slow as 1-2 km/hr.

Short Halt (1-5 mins, map check, water stop etc).	Close up in all round defence, conduct activity on a 50/50 basis.
Long Halt (5-25 mins, radio check, briefing, feeding stop, etc).	Break track and conduct a snap ambush, move into cover and all round defence and post sentries on the route in and direction of enemy threat. Consider use of 50/50.
Lying Up Posn – LUP (25 mins plus, administration, harbouring).	As for long halt, but claymores posted with sentries for better protection. "25 mins plus" - this is how long it takes to put out/gather in claymores.
RV en route	As for short halt, Ptl Comd briefs "RV1" etc.
ERV	Emergency RV – A pre-recce'd safe area that the patrol can recover to if it is split or contacted by the enemy. Usually the last RV.
Stop Short (SS)	As for long halt, comd recce's FRV, returns to pick up remainder and place them appropriately.
FRV	Final RV, the last "safe point" before the obj area, must be pre-recce'd, hence the use of the above stop short. Patrol splits in to mission dependent groupings in the FRV.
FRV Compromised	All groups move back to the RV prior to the FRV (this may be either the stop short if far enough away or the last RV prior to the SS).
Return to FRV from Obj Area	Approach from direction you departed in, talk in on PRR if possible. Left arm raised at shoulder level as a fail-safe recognition signal.
Patrol Split (No return of departed group)	If you fail to link up at any nominated RV/FRV, wait for a period of time that has been briefed in orders and move back to the previous one.
Obstacle	Crossed using either the "open gate" or "caterpillar" methods according to the perceived threat and type of ground.
Enemy Pre-Seen	Go to ground and observe, lay a hasty ambush if appropriate.
En Contact (Rally point is open for 2 minutes, ERV for 2 hours. If men fail to make either RV they must retrace steps through the RV chain).	Fire and move out of the killing area, conduct head check and change magazines in the rally point and move back to the ERV. Re-insert/continue as appropriate.
Enemy Ambush	Either fight through aggressively or withdraw using the contact drill.
Enemy Follow Up	Use baselines and hold lines to keep the initiative until you can conduct a hasty ambush or break contact.
Trip Flare	Withdraw from the illuminated arc immediately; be ready to conduct contact drills as you are probably in a killing area.
Illum	Take cover immediately and be prepared to fight.
Minefield	Controlled withdrawal along the route in, prodding and marking a safe lane out. Record the Grid and box around it.
Minestrike	Conduct a controlled casevac. Minefields can be covered by fire so be prepared to move quickly and fight; the assessment of risk is critical for a successful withdrawal.
Separated	Go firm on track for 20 mins. If no-one comes back, move back to the last RV and wait for 2 hrs. If no-one returns re-trace your steps through the RV chain.
Lost	Go firm and hide. Look out for any friendly patrol activity and try to orientate yourself to the ground as briefed on the model in orders. Move back to a familiar area using salient features and then move back through the RV chain.
Captured Persons (CPERS)	Treat humanely and with an appropriate level of force. Disarm, search and bag evidence/objects of intelligence value. Restrain only if operationally necessary. As soon as possible, move them to the unit holding area.
Casualties	Evacuate in accordance with the casevac plan as briefed in orders. If necessary cas may have to be left in a safe RV and picked up on the route back.
Civilians/Refugees	Avoid/approach according to your orders. May be a valuable source of intelligence or may compromise your patrol and intentions. Always treat them professionally.



SENTRY DUTY AND REPORTING

VEHICLE REPORTING (CARS)

S	Shape	Saloon/Hatchback, number of doors
C	Colour	Be basic, include light/dark
R	Registration No	VRN
I	Identification Marks	External fittings
M	Make and Model	i.e. Toyota Corolla

THINGS LOOK CLOSER WHEN:

METHODS OF RANGE ESTIMATION:

- Unit of Measure
- Appearance
- Laser rangefinder/CTLS

AIDS FOR RANGE ESTIMATION

- Group Average (Get group to estimate; take average)
- Bracketing (work out max and min distance – find mid pt)
- Halving (Half distance between observer and target, estimate range to ½ way point. Double it)
- Key ranges (relate to another known distance (i.e. ref pt on range card))
- Binoculars

THINGS LOOK FURTHER AWAY WHEN:

- Poor light/mist
- Partially concealed target
- Rising line of sight
- Looking over a visible depression
- Target with low contrast

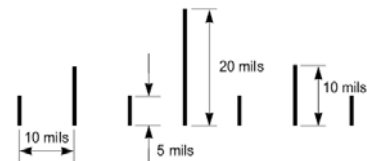
REPORTING CONVENTION

A	Buildings
B	Males
C	Vehicles
E	Females
F	On Foot
K	Children

HAND/FINGER METHOD:

- 1 Finger = 30mils
- 2 Fingers = 60mils
- 3 Fingers = 100mils
- 2 Knuckles = 80mils
- 4 Knuckles/Fist = 160mils
- Fist + Thumb = 250mils
- Hand Outstretched = 350mils

BINOCULARS' GRATICULE:



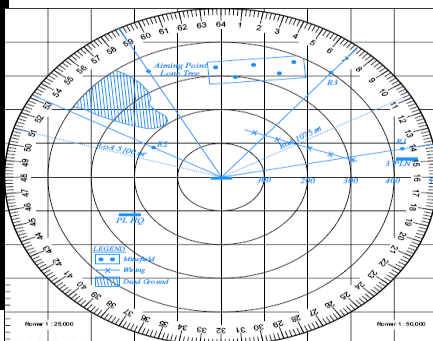
N.B. 1 mil at 1000m = 1m

INDIVIDUAL REPORTING

A	Age
B	Build (Tall/Short/Fat/Stocky/Skinny)
C	Clothing (Start at top)
D	Distinguishing Features (Scars/Tattoos/Burns/Facial Hair)
E	Elevation (Height)
F	Face (Long/Thin/Fat/Round)
G	Gait (How they walk)
H	Hair (Colour/Thickness/Style)
S	Sex (Male/Female)

MINIMUM SENTRY ORDERS:

- Location of post, neighbouring posts & own backup/covering sentry & chemical sentry (if deployed)
- Length of stay & time of relief
- Method of relief
- Enemy situation
- Arc of observation & fire
- Action on suspicious movement
- Method of alerting section (if different from SOP)
- Method of challenging (if different from SOP)
- Orders for opening fire
- Concealment
- Friendly patrols — times in and out
- Location of mines, trip flares etc
- Password
- Action on NBC attack (if different from SOP)
- Equipment needed





COMMUNICATIONS

NO RADIO COMMS = NO COMMAND AND CONTROL, NO CASUALTY EVACUATION, NO FIRE SUPPORT, NO SITUATIONAL AWARENESS, NO REINFORCEMENT

- **Fight for comms.** Don't give up until you get it.
- **The radio probably isn't broken.**
- **Look after your radio as you would your weapon.**
- **Check comms before you deploy.**
- **Have a lost comms plan.**

Voice Procedure

- Think before you press the pressel.
- Keep it short and to the point.
- Speak in English, not false radio jargon.
- You project command through your radio manner and VP – take pride in being good on the net.
- Avoid offering unless you have to.
- Don't send long messages without breaks.
- Get to know the key callsigns by heart.
- Give some thought to the condition/situation of the recipient.
- Send short reverse sitreps when the opportunity presents itself to maintain SA.

Troubleshooting

- **Clear Mode.** Check Frequencies match up.
- **Secure Mode.** Check presets, fixed frequency and comsec periods.
- **All Modes.**
 - Use appropriate antenna (elevate with GSA if possible)
 - Increase power setting
 - Move to clear deadspot
 - Vertically align gooseneck and antenna (esp if prone)

Rules for Sighting Antenna (VLAMP)

- **Vertical.** Keep antenna vertical
- **Line of Sight.** Keep LoS to other stations.
- **Avoid** large objects, power lines, electric fences.
- **Movement.** A little movement may clear a dead spot.
- **Position of the Antenna.** It is the position of the antenna, not the set, that matters.

How Radio Waves Work (MRS DRIF)

- **Method of Travel.** VHF waves travel in straight lines. Work best by line of sight. Higher is usually better.
- **Reflection.** Radio waves bounce off objects. They can reflect away from the receiver but can also bounce waves onto it, even if the receiver is screened from transmitter. Trees, woods and buildings reflect radio waves.
- **Screening.** Large features or metal objects (e.g. A wire fence or Hesco frame) act as a screen for radio waves
- **Deadspots.** Two signals from same transmission arrive at receiver almost simultaneously = a deadspot.
- **Refraction.** VHF radio waves bend slightly with curve of earth, so despite being on wrong side of a screening feature, comms may be possible if you are far enough beyond that feature.
- **Interference.** Different frequencies used from same location can sometimes be 'in tune' with one another causing interference. Local atmospheric disturbances can also impact.
- **Fading.** Temporary obstructions (vehicles/trees in the wind) in signals path may cause fading

VHF Bowman Set Up

O	B	A	H
Check Set Off	Check battery for 5 bars and attach to Set	Attach KDU, then Gooseneck and Antenna	Attach headset or dual role PRR to audio socket

Program Set

- Switch radio to **Sec** and wait for set to carry out BIT
- Screen tells you to go to **EPURGE** (Twist switch to **EPURGE**). Once **EPURGE** complete turn switch to **Sec**.
- Face of KDU says **INITIALIZE**. Press pressel x 4.
- Screen says **NO FILL FOR NET**
- Press and hold light button then press **HIGH** and then **Enter**.
- Press **0** then **3 (DIS)** then blank key **T/O** then **1 OFF** then **Enter**.
- Press **5 (TIME)** then **1 (BASE)** then **1 (EDIT)**. Time is set as **year/month/date/time** (if you make a mistake press arrow above Enter key to go back.
- Once radio has been filled press **9 (NET)**. Press **3 (PSET)** to preset as per CIP
Press **2 (C-P)** as per months setting.
Press **1 (FF-P)** Date time setting i.e. 01-1 (1 for AM 2 for PM)

Basic Troubleshooting

- **Set Won't Turn On.**
 - Check battery has power (Battery indicator top right of screen B5 number for amount of bars on battery)
 - If battery has power above 3 bars, clean connections.
 - If still not working, change batteries.
- **Transmits, but doesn't Receive.** Change headset (earpiece broken).
- **Receives, but doesn't transmit.** Change Pressel or PRR (microphone broken).

Problem Prevention

- **KDU.** Ensure KDU firmly attached to radio – will show error on screen if loose. KDU may work loose when moving – check tight.
- **Antenna.** Tape antenna to gooseneck to prevent it loosening and falling off.
- **Batteries.** Always deploy with full batteries. Change when indicator is at 3 on battery. KDU shows battery level.
- **Coaxial Cables.** Don't yank on the cables or radio leads to remove radio parts from the daysack or pouch.

Security

- **Loss or Compromise.** Report immediately to DS/CIS det.
- **Checks and Musters.** Physical check must be carried out before moving from and arrival at a new location.



EQUIPMENT CARE

- Equipment is key to combat power. Professional soldiers look after equipment. Professional commanders check that they do.
- You must be confident that your equipment will work when you need it. Inspect your platoon/section equipment regularly.
- Correct functioning is more important than cleanliness – check that eqpt *works* when you inspect it.
- Over-cleaning or incorrectly cleaning equipment will damage it.
- Know your kit – if you are familiar with it, you will know when it is not working properly.
- If something doesn't look right, compare it with another. If it isn't the same, report it.
- Report faults (to the right person) immediately.
- Hold soldiers accountable for equipment in their charge.

Weapon Care

- Keep parts affected by gas clean.
- Keep chambers clean.
- Look for faults while cleaning:
 - Oversized gas holes (esp SA80)
 - Excessive carbon in chokes
 - Poorly fitting parts
 - Loose rivets.
 - Body Fractures
 - Extractors
 - Cam Studs
 - Springs
 - Magazines, feeds and lips.
- Oil GPMG and LMG top covers and working parts liberally. Lots of ammo = lots of carbon; keep it clean.
- 7.62mm flannelette does not fit 5.56mm barrels.
- Keep ammunition and magazines clean.

Care of Optics

- Protect from damage when fitted and when stowed away.
- Fit protective covers.
- Know what the switches do and how they work.
- Clean glass with clean soft cloths only.
- Lightly oil the moving parts and the metal areas of the sight base.
- Cover night viewing devices during the day.
- Clean battery contacts and terminals.
- Ensure batteries in right way around.
- Save battery power – ensure sights switched OFF if not being used.



- HMNVS Sacrificial lens
- These are easily replaced
 - The armourer has spares
 - If your HMNVS is scratched or blurry, try fitting a new lens.



Keep Optic lenses covered

Common faults

- **SA80**
 - Over cleaning flash eliminator.
 - Over-stripping.
 - Unserviceable magazines.
- **LMG**
 - Stripping top cover down.
 - Not changing barrels at required intervals.
 - Not keeping gas parts clean.
 - Slamming top cover down too hard.
- **GPMG**
 - Stripping top cover down.
 - Getting barrels mixed up
 - Mixing parts up
 - Not keeping gas parts clean.
 - Not checking link assembled correctly and clean.
 - Not balancing barrels.
- **FIST STA**
 - Poor battery Management.
 - Batteries in the wrong way round.
 - Failing to turn kit off.
 - Crossing thread covers.
 - Loss of sight covers.
 - Not using sight covers when appropriate.
 - Scratched HMNVS lens (easily replaced)
 - Maltreatment of switches or accidentally left on.
- **Radios.**
 - Pulling on radio/headset leads.
 - Over-bending BOWMAN antennae gooseneck
 - Snapped antennae – collapse from top end down.
 - Bent coax pins – take time to check alignment.

Balancing the GPMG

GPMGs need balancing to ensure accuracy and to prevent stoppages. Unbalanced guns suffer increased wear and may 'runaway'.

1. Fully screw in the gas regulator
2. Unscrew the regulator 6 clicks
3. Fire a burst of 3-5 rounds
4. Apply safety catch and pull back the cocking handle.
5. Check the position of the cocking handle
6. If the handle is in line with the white mark unscrew the regulator 2 x clicks
7. Repeat steps 3-6 until the handle is forward of the white mark
8. Screw in the regulator 4 x clicks and fire a burst of 3-5 rounds
9. Check the position of the cocking handle, this time it should be in line with the white line.
10. Make a note of how many clicks the gas regulator is unscrewed, the gun should be set to this every time before firing.



GUIDANCE TO STUDENTS FOR THE SELF-TREATMENT OF ACUTE SOFT TISSUE INJURIES

PRICE

Protection: from further damage (stop current activity)

Rest: from aggravating activity, allow healing tissue to repair.

Ice: in first 5-6hrs following injury, apply to affected area for 10mins max, remove for 20mins then re-apply. Thereafter and for up to 48-72hrs, apply ice every 2hrs for 20mins. Method of application – do not apply ice directly to the skin (risk of ice burn). Ideally use crushed ice (or a cheap packet of frozen peas) wrapped in a damp towel.

Compression: if required for support and to manage swelling. Pressure should be applied uniformly, spiralling around from the furthest point to the nearest, approximately 6inches above and below the injured site. Need to check areas immediately below bandage following application for signs of poor circulation/pins and needles. If using tubigrip, wear double with free end providing a graded finish closest to the heart, do not wear at night, do not allow pressure to become uneven ('rucked').

Elevation: for decreased bleeding and swelling, above heart level for as long as is comfortable and normal sensation is maintained.

NB: this advice does not apply where there is suspicion of a bone injury, which should be assessed by the local A&E department.

